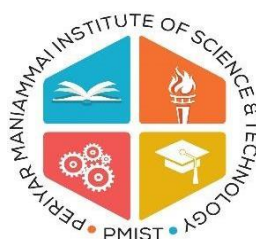


**DEPARTMENT
OF
MANAGEMENT STUDIES**

CURRICULUM & SYLLABUS

M.B.A

Regulation 2021



**PERIYAR
MANIAMMAI**
INSTITUTE OF SCIENCE & TECHNOLOGY
(Deemed to be University)
Established Under Sec. 3 of UGC Act, 1956 • NAAC Accredited
think • innovate • transform

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INSTITUTION VISION

To be an institution of global dynamism with excellence in knowledge and innovation ensuring social responsibility for creating an egalitarian society.

INSTITUTION MISSION

UM1 : Offering well balanced programmes with scholarly faculty and state-of-art facilities to impart high level of knowledge.

UM2 : Providing student-centred education and foster their growth in critical thinking, creativity, entrepreneurship, problem solving and collaborative work.

UM3 : Involving progressive and meaningful research with concern for sustainable development.

UM4 : Enabling the students to acquire the skills for global competencies.

UM5 :Inculcating Universal values, Self respect, Gender equality, Dignity and Ethics.

DEPARTMENT OF MANAGEMENT STUDIES

DEPARTMENT VISION

To be a department of international repute delivering excellence in management education and research with the aim of creating business leaders capable of solving problems of industry and society.

DEPARTMENT MISSION

DM1 : To impart education meeting global standards enabling students to become business leaders.

DM2 : To impart education enabling students to identify and solve problems of industry and society.

DM3 : To impart education enabling students to become entrepreneurs. DM4 : To impart education enabling students to do research and be innovative.

DM5 : To impart education on values, ethics and protection of the environment.

Mapping of Institution Mission with Department Mission

	DM1	DM2	DM3	DM4	DM5	Total
UM1	3	2	1	2	0	8
UM2	1	3	3	2	0	9
UM3	1	2	1	3	1	8
UM4	3	0	1	1	1	6
UM5	0	0	2	0	3	5

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

PROGRAM EDUCATIONAL OBJECTIVES

PEO1	Graduates will successfully apply management theory in their employment for solving problems of industry and society.
PEO2	Graduates will be skill full and knowledgeable to start and manage new ventures successfully.
PEO3	Graduates will pursue higher education and engage in research in the field of management.
PEO4	Graduates will practice their profession with honesty and integrity.

Mapping of Mission (MS) with Program Educational Objectives (PEOs)

	PEO 1	PEO 2	PEO 3	PEO 4	Total
DM1	3	1	2	0	6
DM2	3	1	2	0	6
DM3	1	3	0	1	5
DM4	2	1	3	0	6
DM5	0	1	1	3	5

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

GRADUATE ATTRIBUTES

- Scholarship of Knowledge:** Acquire in-depth knowledge of specific discipline or professional area, including wider and global perspective, with an ability to discriminate, evaluate, analyze and synthesize existing and new knowledge, and integration of the same for enhancement of knowledge.
- Critical Thinking:** Analyze complex problems critically, apply independent judgment for synthesizing information to make intellectual and/or creative advances for conducting research in a wider theoretical, practical and policy context.
- Problem Solving:** Think laterally and originally, conceptualize and solve problems, evaluate a wide range of potential solutions for those problems and arrive at feasible, optimal solutions after considering public health and safety, cultural, societal and environmental factors in the core areas of expertise.
- Research Skill:** Extract information pertinent to unfamiliar problems through literature survey, apply appropriate research methodologies, techniques and tools, analyze and interpret data, demonstrate higher order skill and view things in a broader perspective, contribute individually/in group(s) to the development of knowledge.
- Usage of modern tools:** Create, select, learn and apply appropriate techniques, resources, and modern management and IT tools, including prediction and modeling.
- Collaborative and Multidisciplinary work:** Possess knowledge and understanding of group dynamics, recognize opportunities and contribute positively to collaborative-multidisciplinary research, demonstrate a capacity for self-management and teamwork, decision-making based on open-mindedness, objectivity and rational analysis in order to achieve common goals and further the learning of themselves as well as others.

- 7. Project Management and Finance:** Demonstrate knowledge and understanding of management principles and apply the same to one's own work, as a member and leader in a team, manage projects efficiently in respective disciplines and multidisciplinary environments after consideration of economical and financial factors.
- 8. Communication:** Communicate with the industry, and with society at large confidently and effectively, such as, being able to comprehend and write effective reports and design documentation by adhering to appropriate standards, make effective presentations, and give and receive clear instructions.
- 9. Life-long Learning:** Recognize the need for, and have the preparation and ability to engage in life-long learning independently, with a high level of enthusiasm and commitment to improve knowledge and competence continuously.
- 10. Ethical Practices and Social Responsibility:** Acquire professional and intellectual integrity, professional code of conduct, ethics of research and scholarship, consideration of the impact of research outcomes on professional practices and an understanding of responsibility to contribute to the community for sustainable development of society.
- 11. Independent and Reflective Learning:** Observe and examine critically the outcomes of one's actions and make corrective measures subsequently, and learn from mistakes without depending on external feedback.

PROGRAM OUTCOMES

Graduates of the MBA program should attain the following outcomes:

1. Knowledge of management theory to solve problems of industry and society.
2. Knowledge of the latest tools and technologies in their chosen area of specialization.
3. Understand the local and global business environment and formulate business strategies.
4. Communicate effectively with the stakeholders in industry and society.
5. Identify problems, collect relevant data, use appropriate techniques and tools to analyze the data and select the optimum solution. Use research based knowledge and research methods to solve problems.
6. Demonstrate leadership skills and manage projects by organizing tasks and delegating responsibility effectively. Function effectively as a leader and member of a team.
7. Apply ethical principles and social responsibility.
8. Demonstrate knowledge of and need for sustainable development.
9. Possess the ability to engage in lifelong learning.

PSO1: Demonstrate understanding of rural business management.

PSO2: Demonstrate skills in statistical analysis of business research data.

Mapping of Program Outcomes (POs) with Graduate Attributes (GAs)

	GA1	GA2	GA3	GA4	GA5	GA6	GA7	GA8	GA9	GA10	GA11
PO1	3	2	2	2	2	0	2	0	1	1	1
PO2	2	2	2	2	3	0	1	0	2	0	1
PO3	2	2	2	2	2	0	1	0	1	1	1
PO4	0	0	0	0	0	2	1	3	0	0	0
PO5	2	3	3	3	2	1	1	0	1	0	2
PO6	0	0	0	0	1	3	3	2	1	1	1
PO7	0	2	0	0	0	0	0	0	1	3	2
PO8	0	0	0	0	0	0	2	0	1	3	1
PO9	1	2	2	2	2	1	0	1	3	0	3
PSO1	2	2	2	2	0	0	3	0	0	2	0
PSO2	2	2	3	3	2	1	2	2	2	0	2

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

Mapping of Program Educational Objectives (PEOs) with Program Outcomes (POs)

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PSO1	PSO2
PEO 1	3	2	1	1	2	2	0	0	0	2	2
PEO 2	1	1	3	3	2	3	2	0	0	3	1
PEO 3	3	2	1	0	3	2	0	1	3	1	3
PEO 4	0	0	2	1	2	2	3	2	0	1	2

0- No Relation

1- Low Relation

2- Medium Relation

3- High Relation

CURRICULUM

M.B.A.

(Dual Specialization)

REGULATION – 2021 Revision 1

SEMESTER-I

Course Code	Course Title	L	T	P	C
YBA101	Principles of Management	3	0	0	3
YBA102	Organizational Behaviour	3	0	0	3
YBA103	Economic Analysis and Business Environment	3	0	0	3
YBA104	Accounting for Managers	4	0	0	4
YBA105	Business Mathematics and Statistics	3	1	0	4
YBA106	Business Legislation for Management	3	0	0	3
YBA107	Business Ethics and Corporate Governance	3	0	0	3
YBA108	Business Communication	3	1	0	4
	Total	25	2	0	27

Total Credits- 27

SEMESTER-II

Course Code	Course Title	L	T	P	C
YBA201	Financial Management	3	0	0	3
YBA202	Human Resource Management	3	0	0	3
YBA203	Marketing Management	3	0	0	3
YBA204	Production and Operations Management	4	0	0	4
YBA205	Information Management	3	0	0	3
YBA206	Business Research Methods	3	1	0	4
YBA207	Operations Research	3	1	0	4
YBA208	Entrepreneurship Development	3	0	0	3
	Total	25	2	0	27

Total Credits- 27

SEMESTER III

Course Code	Course Title	L	T	P	C
YBA301	Strategic Management	4	0	0	4
OPERATIONS -ELECTIVES					
YBAE01	Supply Chain and Logistics Management	3	0	0	3
YBAE02	Product Design and Development	3	0	0	3
YBAE03	Quality Management	3	0	0	3
FINANCE – ELECTIVES					
YBAE04	Investment Management	3	0	0	3
YBAE05	Mergers and Acquisitions	3	0	0	3
YBAE06	Banking and Insurance Management	3	0	0	3
HUMAN RESOURCE - ELECTIVES					
YBAE07	Training and Development	3	0	0	3
YBAE08	Industrial Relations and Labour Law	3	0	0	3
YBAE09	Compensation Management	3	0	0	3
MARKETING – ELECTIVES					
YBAE10	Retail Management	3	0	0	3
YBAE11	Consumer Behaviour	3	0	0	3
YBAE12	Integrated Marketing Communication	3	0	0	3
BUSINESS ANALYTICS – ELECTIVES					
YBAE13	Business Analytics	3	0	0	3
YBAE14	Business Analytics Using Python	3	0	0	3
YBAE15	Human Resource Analytics	3	0	0	3

Total Credits- 22**Students have to choose any two electives**

SEMESTER IV

Course Code	Course Title	L	T	P	C
YBA401	Rural Marketing Environment	3	0	0	3
YBA402	International Business	3	0	0	3
YBA403	Project Management	3	0	0	3
YBA404	Business Research Project	0	0	0	6
OPERATIONS -ELECTIVES					
YBAE19	Strategic Sourcing and Vendor Management	3	0	0	3
YBAE20	Supply Chain Analytics	3	0	0	3
FINANCE – ELECTIVES					
YBAE21	Financial Market and Services	3	0	0	3
YBAE22	Behavioral Finance	3	0	0	3
HUMAN RESOURCE - ELECTIVES					
YBAE23	Human Resource Metric and Analytics	3	0	0	3
YBAE24	International Human Resources Management	3	0	0	3
MARKETING – ELECTIVES					
YBAE25	Services Marketing	3	0	0	3
YBAE26	Digital and Social Media Marketing	3	0	0	3
BUSINESS ANALYTICS – ELECTIVES					
YBAE27	Marketing Analytics	3	0	0	3
YBAE28	Financial Modelling Using Excel	3	0	0	3

Total Credits-27

**Students who have chosen two electives in III semester have to choose the same electives in IV semester also.*

COURSE CODE		YBA101	L	T	P	C
COURSE NAME		PRINCIPLES OF MANAGEMENT	3	0	0	3
PREREQUISITE:		Nil	L	T	P	H
C:P:A		3 : 0 : 0	3	0	0	3
COURSE OUTCOMES			Domain		Level	
CO1	<i>Illustrate</i> the management concepts and integrate the management principles into management practices.		Cognitive		Understanding	
CO2	<i>Explain</i> the role of Planning and its importance in an organization.		Cognitive		Understanding	
CO3	<i>Explain</i> the nature of organizing and staffing in an organization.		Cognitive		Understanding	
CO4	<i>Interpret</i> the ways to direct and managing people in an organization.		Cognitive		Understanding	
CO5	<i>Explain</i> the process of controlling in an organization.		Cognitive		Understanding	
UNIT I INTRODUCTION TO MANAGEMENT						9
Organization- Management- Role of managers- Evolution of management thought- Organization and the environmental factors- Managing globally- Organization, Global, Social and ethical environment						
UNIT II PLANNING						9
Nature and purpose of planning- Planning process- Types of plans- Objectives- Managing by Objective (MBO) strategies- Strategies – Policies – Decision Making- Types of decision-Decision making process- Rational decision making process- Decision making under different conditions.						
UNIT III ORGANIZING						9
Nature and purpose of organizing- Organization structure- Formal and informal groups/organization- Line and staff authority- Departmentation- Span of control- Centralization and decentralization- Delegation of authority- Staffing- Selection and Recruitment- Orientation- Career development- Career stages- Training- Performance appraisal						
UNIT IV DIRECTING						9
Managing people- Communication- Hurdles to effective communication-Leadership qualities & styles- Organization culture-Motivation and Theories of Motivation-Elements and types of culture- Managing cultural diversity.						
UNIT V CONTROLLING						9
Process of controlling- Types of control- Budgetary and non-budgetary control techniques-Managing productivity- Cost control- Purchase control- Maintenance control- Quality control-Planning operations.						
LECTURE		TUTORIAL		PRACTICAL		TOTAL
45		0		0		45
TEXT BOOK						
Harold Koontz and Heinz Weihrich,(2012),“Essentials of management: An International &Leadership Perspective”, 9th edition, Tata McGraw-Hill Education.						
REFERENCE BOOK						
P C Tripathi P N Reddy (2006), “Principles of Management”, 4th edition, Tata McGraw Hill.						
J S Chandan (1997), “Management Concepts and Strategies”, 2nd edition, Vikas Publishing House Pvt Ltd.						
Stephen P Robbins, David A. De Cenzo and Mary Coulter, Fundamentals of Management, Prentice Hall of India, 2012						

COURSE CODE	YBA102	L	T	P	C
COURSE NAME	ORGANIZATIONAL BEHAVIOUR	3	0	0	3
PREREQUISITE	NIL	L	T	P	H
C:P:A	3:0:0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the challenges and opportunities for OB and OB Model					
2. To learn various concepts of individual behavior					
3. To learn various leadership styles					
4. To learn the concepts in group behavior					
5. To learn organizational climate, culture and change					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> the challenges and opportunities for OB and OB Model	Cognitive	Understanding		
CO2	<i>Explain</i> the concept of Personality, Learning, Attitude, Value, Perception and Motivation	Cognitive	Understanding		
CO3	<i>Explain</i> the styles and theories of leadership and difference between a manager and a leader	Cognitive	Understanding		
CO4	<i>Explain</i> the group formation, team building and communication	Cognitive	Understanding		
CO5	<i>Outline</i> the organizational climate, culture, Job Satisfaction, Organizational Change, Stress and Work Life Balance.	Cognitive	Understanding		
UNIT I INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR				5	
Definition of Organizational Behavior - Disciplines contributing to the OB Field: Psychology, Social Psychology, Sociology, Anthropology - Challenges and Opportunities for OB: Managing Workforce Diversity, Improving Quality and Productivity, Outsourcing - Developing of OB Model - Contingency OB Model					
UNIT II THE INDIVIDUAL BEHAVIOUR				12	
Personality – types – Factors influencing personality – Theories; Learning - The learning process, Learning theories; Emotional Intelligence; Attitudes – Characteristics – Components – Formation – Measurement – Theories; Values; Perceptions – Importance - Factors influencing perception - Interpersonal perception; Motivation Concepts and Theories					
UNIT III LEADERSHIP AND POWER				8	
Meaning – Importance – Leadership styles – Theories – Leaders Vs Managers; Sources of power – Power centers – Power and Politics; Conflict and Negotiation.					
UNIT IV GROUP BEHAVIOUR				8	
Defining and Classifying Groups - Stages of Group Development – Group Decision making - Groups and Teams - Types of Teams - Creating Effective Teams; Function of Communication-Communication Process - Direction of Communication - Barriers to effective Communication					
UNIT V DYNAMICS OF ORGANIZATIONAL BEHAVIOUR				12	
Organizational culture and climate – Factors affecting organizational climate – Importance; Job satisfaction Determinants – Measurements – Influence on behaviour; Organizational change – Importance – the change process – Resistance to change – Managing change; Stress – Work Stressors – Prevention and Management of stress – Balancing work and Life; Organizational development – Characteristics – objectives – Organizational effectiveness - Developing Gender sensitive workplace					
		LECTURE	TUTORIAL	TOTAL	
		45	0	45	

TEXT BOOKS
<ol style="list-style-type: none">1. Stephen P. Robbins, Timothy A .Judge and SeemaSanghi, Organizational Behaviour, 13th edition, Pearson Education, New Delhi, 20082. Sathyapriya J, Guru.P and Srividhya P K, Organizational Behaviour, 1st Edition, SARA Book House, Ahmedabad, 2019
REFERENCES
<ol style="list-style-type: none">1. Fred Luthans, Organizational Behaviour, 11th edition, McGraw Hill International Edition, 2008.2. Hughes, Ginnet, Curphy, Leadership, 6th edition, Tata McGraw Hill publishing Company, 20083. Gregory Moorehead and R.W. Griffin, Managing People and Organizations, Jaico, 1994.4. Judith R. Gordon, A Diagnostic Approach to Organizational Behaviour, Allyn& Bacon, 1993.5. Harold Koontz, Heinz Weihrich, Essentials of Management 5th Edition Tata McGraw Hill publishing Company.

COURSE CODE	YBA103	L	T	P	C
COURSE NAME	ECONOMIC ANALYSIS AND BUSINESS ENVIRONMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the principles of economics. 2. To learn the laws of supply and demand. 3. To learn the economies and diseconomies of scale. 4. To learn the various market structures. 5. To learn macroeconomics concepts, fiscal and monetary policy concepts.					
COURSE OUTCOMES		Domain	Level		
CO1	Explain the principles of economics	Cognitive	Understanding		
CO2	Explain the laws of supply and demand	Cognitive	Understanding		
CO3	Explain production costs and the economies and diseconomies of scale.	Cognitive	Understanding		
CO4	Explain various market structures.	Cognitive	Understanding		
CO5	Explain the macroeconomics concepts, inflation fiscal and monetary policies, Sourcing options and coordination in supply chains	Cognitive	Understanding		
UNIT I – INTRODUCTION					9
Fundamentals of economics, principles of economics, circular flow diagram, production possibilities frontier, Economics Nobel laureates.					
UNIT II – SUPPLY AND DEMAND					9
Supply and Demand – Demand, Law of demand, factors that affect demand, supply, law of supply, factors that affect supply, elasticity, elastic demand, inelastic demand, elastic supply, inelastic supply.					
UNIT III –ECONOMIES OF SCALE					9
Production Cost Curves, short run cost, Long run cost economies of scale, Diseconomies of scale.					
UNIT IV – COMPETITIVE MARKETS					9
Markets – competitive markets, decision to shut down, decision to exit, profit, monopoly, causes for monopoly, monopoly profit, price discrimination, oligopoly, monopolistic competition.					
UNIT V –GROSS DOMESTIC PRODUCT					9
Nations Income – Gross domestic product, components of GDP, Cost of living, calculation of CPI, WPI, PMI. Fiscal policy, monetary policy, inflation, balance of payment, game theory, prisoners dilemma, oligopolies as prisoners dilemma, bargaining.					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					
1. N. Gregory Mankiw – Principles of economics, 6 th Ed, Cengage Learning, 2016. 2. S.Sankaran – Business Economics – Margham Publications, Chennai, 2014					
REFERENCES					

1. Gregory Mankiw, Economics – Principles and Applications, Cengage learning.
2. Dutt, Sundaram, Indian Economic Development – S.chand Publications, 2014

COURSE CODE	YBA104	L	T	P	C
COURSE NAME	ACCOUNTING FOR MANAGERS	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OBJECTIVES					
1. To learn how to prepare financial statements					
2. To learn application of various ratios in balance sheet					
3. To learn cost and variance concepts					
4. To learn costing concepts					
5. To learn contemporary concepts of accounting in business					
COURSE OUTCOMES		Domain		Level	
CO1	Explain the methodology of preparing Financial Statements	Cognitive		Understanding Applying	
CO2	Explain the Ratio Analysis and the Cash Flow statements	Cognitive		Understanding Applying	
CO3	Build Cost Sheet and marginal costing	Cognitive		Applying	
CO4	Analyze Standard costing and variances	Cognitive		Analysing	
CO5	Explain contemporary concepts of accounting in business	Cognitive		Understanding	
UNIT I FINANCIAL ACCOUNTING					20
Concepts and Conventions of Accounting, Preparation of Balance sheet- Journal, Ledger, Trial Balance, Trading Accounting, Profit and Loss Account and Balance sheet with Adjustments. IFRS and Indian Accounting Standards					
UNIT II FINANCIAL STATEMENT ANALYSIS					12
Ratio Analysis: Classification of Ratios, Preparation of Common Size Statements, Preparation of Cash Flow Statement, Fund Flow Statement, Forensic Accounting, ICAI, ESG Metrics, ESG Analysis.					
UNIT III COSTING					12
Introduction to Costing, Preparation of Cost Sheet, Break Even Analysis, Cost Volume Profit Analysis and Decision making, Define Marginal Costing and its advantages and disadvantages, Financial reporting analysis, Costing for Managers.					
UNIT IV STANDARD COSTING, VARIANCE, BUDGETARY					8
Introduction to Standard Costing, Advantages and Disadvantages of Standard Costing, Variances: Prepare the Material Variances, Labour Variances and Overhead Variances, Budgetary Control.					
UNIT V CONTEMPORARY CONCEPTS					8
Kaizen Costing, Total Cost Management, Activity Based Costing, Target costing and Life cycle Costing and Pricing Methods					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
60	0	0		60	
TEXT BOOKS					
1. T.S. Reddy & Y. Hariprasad Reddy, Fifth Revised Edition, Financial Accounting, Margham Publications, 2012.					
REFERENCES					
1. T.S. Reddy & Y. Hariprasad Reddy, Fifth Revised Edition, Management Accounting,					

Margham Publications, 2014.

2. N.P. Srinivasan and M. SakthivelMurugan, Revised Edition, Accounting for Management, S Chand & Co., Ltd 2010

3. Narayanasamy, Financial Accounting, PHI Publisher New Delhi, 2010

COURSE CODE		YBA 105	L	T	P	C
COURSE NAME		BUSINESS MATHEMATICS AND STATISTICS	3	1	0	4
PREREQUISITE:		Nil	L	T	P	H
C:P:A		4: 0: 0	3	1	0	4
COURSE OUTCOMES			Domain		Level	
CO1	Solve problems in functions, differentiation, maxima and minima and progressions		Cognitive		Apply	
CO2	Apply matrix algebra to solve linear equations		Cognitive		Apply	
CO3	Apply correlation and regression analysis to data		Cognitive		Apply	
CO4	Solve problems using discrete and continuous probability distributions		Cognitive		Apply	
CO5	Apply hypothesis testing to data		Cognitive		Apply	
UNIT I-BUSINESS MATHEMATICS						9+3
Basic Mathematics for Management – Functions, Progressions – Arithmetic Progression, Geometric Progression, Basic Calculus and application – Limit and Continuity– Differentiation – Maxima and Minima, Matrix algebra.						
UNIT II-INTRODUCTION TO STATISTICS						9+3
Introduction to Statistics - Data Collections and Analysis – Collection of Data – Classification and Tabulation – Charting of Data – Measures of Central Tendency – Measures of Dispersion.						
UNIT III- PROBABILITY DISTRIBUTION						9+3
Introduction to Probability- Basic Concepts of Probability – Discrete Probability Distribution – Binomial, Poisson, Continuous Probability Distributions –Normal.						
UNIT IV – HYPOTHESIS TESTING						9+3
Introduction to Sampling, Testing Hypotheses – Chi Square Test, F – Test, ANOVA.						

UNIT V- BUSINESS FORECASTING			9+3
Business Forecasting – Correlation – Simple Linear Regression.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	15	0	60
TEXT BOOKS			
1. Richard I. Levin, Sanjay Rastogi, Masood Husain Siddiqui & David S. Rubin, (2014), Statistics for Management, 7 th Edition, Pearson. 2. Raghawachari M, (2004), Mathematics for Management, Tata McGraw Hill.			
REFERENCES			
1. Gupta, S.P and M.P.Gupta, (2007), Business Statistics, 5 th edition, Sultan Chand & Sons. 2. Monga C.S, (2008), Mathematics and Statistics for Economics, VikasPublication..			

COURSE CODE	YBA106	L	T	P	C
COURSE NAME	BUSINESS LEGISLATION FOR MANAGEMENT	3	0	0	3
PREREQUISITE	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3

LEARNING OBJECTIVES

1. To understand legal concepts of contract
2. To learn about companies act
3. To learn contract of sales and negotiable instruments in business
4. To understand concepts of IPR
5. To learn about IT act and competition act for business

COURSE OUTCOMES		Domain	Level
CO1	<i>Explain</i> the different legal terms in a contract	Cognitive	Understanding
CO2	<i>Outline</i> the formation and legal part in company	Cognitive	Understanding
CO3	<i>Explain</i> the sales contract and negotiable instruments	Cognitive	Understanding
CO4	<i>Explain</i> the concepts of IPR, Patent, Copyrights and Trademark	Cognitive	Understanding
CO5	<i>Explain</i> IT and Competition act	Cognitive	Understanding

UNIT I LAW OF CONTRACT			9
Meaning and Essentials of a valid contract - Offer, Acceptance and Agreement - Formation of Agreement - Consideration and Contracts - Performance of the contract - Void Contract - Contingent Contract - Breach, Damages and compensation.			
UNIT II COMPANIES ACT			9
Introduction-Types of Business Entities- Legal nature of companies- Company identifiers- Registration of Companies- Memorandum of Association- Article of Association- Prospectus- Types of companies- Joint stock- Limited Liability Company –Partnership- Concept and formation of partnership - kinds of Partners			
UNIT III SALES CONTRACT & NEGOTIABLE INSTRUMENTS			10
Definition And Characteristics of a Sales Contract- Contract Conclusion-Essential Elements of a Sales Contract - Nonessential Elements of a Sales Contract- Seller's Obligations- Buyer's Obligations- Objections- Seller's Liability- Buyer's Liability- Concept of Negotiable Instruments and its importance - Promissory note - cheque and bill of exchange			
UNIT IV – IPR			11
Concept Of Intellectual Property - Patents-Product/Process Patents-Duration of Patents - Patentable Subject Matter - Non Patentable Subject Matter - Object of Trade Marks Law- Important Definitions In The Trade Marks Act, 1999-Registration of Trade Marks - Meaning of Copyright And The Rights Conferred - Works In Which Copyright Subsists copyright Pertaining To Software - Authorship And Ownership - Concept Of Design - Geographical Indication concept.			
UNIT V - INFORMATION TECHNOLOGY ACT & COMPETITION ACT			6
Introduction – IT Act- Digital Signature- Electronic Governance-Attribution, Acknowledgment and Despatch of Electronic Records-Cyber crime- Introduction to Competition law- Role of CCI- Abti Competitive agreement- Abuse of Dominance- Regulations of combinations- Remedies			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. N.D. Kapoor, Elements of Mercantile Law, Sultan Chand & Sons, 2003.			
2. Dr G K Kapoor and Dr Sanjay Dhamija - Company Law - A Comprehensive Text Book on			

Companies Act 2013 As amended by Companies (Amdt) Act 2019" 22nd Edition - August 2019, Published by Taxmann

REFERENCES

1. M.C.Kuchhal & Deepa Prakash, 1st edition, Vikas Publishing, 2009.
2. Pathak, Legal Aspects of Business, 2nd edition, Tata McGraw Hill, 2005.
3. P C Tulsian, Business and Corporate Law, TMH 2007.
4. C L Bansal, Business and Corporate Laws, Excel Books, 2006.
5. Veljko Trivun, Vedad Silajdzic, Fatima Mahmutcehajic, Mia Mrgud, Business Law, School of Economics and Business University of Sarajevo

COURSE CODE		YBA107	L	T	P	C
COURSE NAME		BUSINESS ETHICS AND COPORATE GOVERNANCE	3	0	0	3
PREREQUISITE:		Nil	L	T	P	H
C:P:A		3 : 0 : 0	3	0	0	3
COURSE OUTCOMES			Domain		Level	
CO1	Explain the Ethical Theories and various types of Approaches		Cognitive		Understanding	
CO2	Outline the Ethics and Governance		Cognitive		Understanding	
CO3	Summarize Business Ethics in Management		Cognitive		Understanding	
CO4	Interpret Organization Culture and Ethics		Cognitive		Understanding	
CO5	Explain Corporate Governance and its Principles		Cognitive		Understanding	
UNIT I INTRODUCTION TO THEORY OF ETHICS						10
Introduction-Definition and Ontology of Ethics-Beliefs Values Attitude and Virtue Theory of ethics-Theory of Entitlement and Property Right-Theory of Justices- Ethics and Market structure-Monopoly-Oligopoly and Case Studies						
UNIT II ETHICS AND GOVERNANCE						12
Introduction- Ethics and Law, Governance, Bureaucracy and Ethics, Globalization, Global Governance and Ethical Issues, Ethics of care and compassion-Care, cost and Conflict - care and relationship						
UNIT III BUSINESS ETHICS AND MANAGEMENT						8
Introduction-Relation between Ethics and Business Ethics, Business Codes Dilemmas and Dialectics, Ethical Issues in Marketing and Advertisement, Finance and Accounting Human Resource Management, Production and Operation Management and Information Technology-Professional Ethics and Human Values						
UNIT IV ORGANISATION CULTURE AND ETHICS						8
Introduction-Organisation Structure, Leadership and Ethical culture- Employee rights and Conflict of Interest-Social Audit-Whistle Blowing-Business Ethics: A cross Country Perspective-Japan, America India, China and Arab World-Ethical decision Making						

UNIT V CORPORATE GOVERNANCE				7
Introduction-Corporate Governance: Principles Issues and Trend, Corporate Social Responsibility, Corporate Governance in India-History and Evolution of Corporate Governance in India, Major Defects and Improvement in Corporate Governance in India-Models of Corporate Governance-Ethics and International Business				
LECTURE	TUTORIAL	PRACTICAL	TOTAL	
45	0	0	45	
TEXT BOOKS				
Rajandran KVR, (2022), “ Business Ethics and Corporate Governance with case studies” Duraico Publication, Chennai, B.N. Ghosh (2012) “Business Ethics and Corporate Governance” McGraw Hill Education New Delhi				
REFERENCE				
Laura P H and Abha C. (2007) “Perspectives in Business Ethics” The McGraw-Hill Companies, New Delhi				

COURSE CODE		YBA108	L	T	P	C
COURSE NAME		BUSINESS COMMUNICATION	3	1	0	4
PREREQUISITE:		Nil	L	T	P	H
C:P:A		4 : 0 : 0	3	1	0	4
COURSE OUTCOMES			Domain		Level	
CO1	<i>Explain</i> the communication process.		Cognitive		Understanding	
CO2	<i>Explain</i> parts of a report.		Cognitive		Understanding	
CO3	<i>Explain</i> the procedure for conducting meetings.		Cognitive		Understanding	
CO4	<i>Explain</i> how to search job, build own resume and job application letter.		Cognitive		Understanding	
CO5	<i>Explain</i> various group discussion techniques; acquire interview skills and negotiating skills. .		Cognitive		Understanding	
UNIT I BUSINESS COMMUNICATION						10
Business Communication Foundations – Benefits of effective communication, Goals of business communication, Internal communication, External communication, Communication process, Communication barriers - Body Language						
UNIT II Report Writing						11
Report Writing – Types of reports, Parts of reports - Oral communication – Presentation, Public speaking.						
UNIT III CONDUCTING MEETING						11
Conducting Meetings: Procedure – Preparing Agenda, Minutes and Resolutions Conducting Seminars & Conferences: Procedure of Regulating Speech						
UNIT IV JOB SEARCH						13
Job search and Resume – Chronological resume, Functional resume and Job Application letter						
UNIT V GROUP DISCUSSION						15
Group Discussion and Interview Skills - Negotiation Skills.						

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	15	0	60
TEXT BOOKS			
R K Madhukar, <i>Business Communication</i> , Vikas Publishing House.			
REFERENCES			
<ol style="list-style-type: none"> 1. Meenakshi Raman and Sangeetha Sharma, <i>Technical Communication - Principles and Practice</i>, Oxford University Press. 2. Krishna Mohan and Meera Banerji, <i>Developing Communication Skills</i>, Macmillan. 3. Williams K., Krizan A.C.B., Logan J. & Merrier P, <i>Communicating In Business</i>, Cengage Learning India Pvt. Ltd., New Delhi. 			

COURSE CODE	YBA 201	L	T	P	C
COURSE NAME	FINANCIAL MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn overview of Financial Management and Time Value of Money					
2. To learn Capital Budgeting Techniques					
3. To learn the Capital Structure and Dividend Policy					
4. To learn basics of Inventory Management					
5. To learn basics of Mergers and Takeovers					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Understanding</i> the overview of Financial Management and Time value of Money.	Cognitive	Understanding		
CO2	<i>Understanding</i> capital budgeting techniques.	Cognitive	Understanding		
CO3	<i>Understanding</i> the capital structure and dividend policy	Cognitive	Understanding		
CO4	<i>Understanding</i> the sources of long term finance and basics of inventory management.	Cognitive	Understanding		
CO5	<i>Understanding</i> the sources of short term finance and basics of mergers and takeovers	Cognitive	Understanding		
UNIT I-NATURE AND SCOPE OF FINANCIAL MANAGEMENT, TIME VALUE OF MONEY					6
Meaning-Definition-Objectives and Functions of Financial Management-Role of Finance Manager-Scope of Financial Management. Meaning for Time preference for Money-Techniques of Time value of Money- Time Value of Money Problems using any one of the basic software.					
UNIT II-RISK AND RETURN, COST OF CAPITAL, CAPITAL BUDGETING					12
Meaning of Risk-Systematic Risk and Unsystematic Risk-Relationship between Risk and Return-Capital Asset Pricing Model (CAPM). Meaning and Definition of Cost of Capital-Computation of Cost of Capital- Meaning and Definitions of Capital Budgeting- Methods-Payback period Method-Accounting Rate of Return Method- Discounted Cash Flow Method.					
UNIT III- CAPITAL STRUCTURE AND LEVERAGES, WORKING CAPITAL MANAGEMENT, DIVIDEND POLICY					12
Meaning and Definition of Capital Structure- Theories of Capital Structure-Define Leverage – Types of Leverage. Working Capital Management-Working capital policy-Cash and Liquidity Management. Meaning of Dividend-Models of Dividend policy-Walter’s Models-Gordon’s Model-Modigliani Miller Model-Forms of Dividend					
UNIT IV-SOURCES OF FINANCE					6
Sources of Long term Finance, Equity Shares-Preference Shares-Debentures or Bonds-Term Loans-Retained Earnings, Sources of Short term Finance -Factoring-Trade credit -Merits and Demerits.					
UNIT V-CORPORATE RISK MANAGEMENT, MERGER AND ACQUISITION					9
Bond Valuation, Measuring and Managing Credit Risk, Market Risk, Derivative Risk, Commodity Risk, Enterprise Risk Management					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					
Chandra, Prasanna, Financial Management–Theory and Practice, Eighth edition, TMH Publishing Company Ltd., New Delhi,					
REFERENCES					

I.M. Pandey, Essentials of Financial Management-Fourth edition, Vikas Publishing House Pvt., Ltd., Noida.

COURSE CODE	YBA202	L	T	P	C
COURSE NAME	HUMAN RESOURCE MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the evolution of human resource management					
2. To learn how to forecast manpower need					
3. To learn the recruitment practices and selection procedure					
4. To learn the new perspectives in Training					
5. To learn application of grievance handling mechanism					
COURSE OUTCOMES		Domain		Level	
CO1	Learn the evolution of human resource management	Cognitive		Understanding	
CO2	Identify the demand forecasting of human resource required and hire right person for right place at right time	Cognitive		Understanding	
CO3	Identify the various recruitment practices and selection procedure	Cognitive		Understanding	
CO4	Analyze new perspectives in Training and executive development	Cognitive		Understanding	
CO5	Recognize the performance evaluation and learn how to handle grievance.	Cognitive		Understanding	
UNIT I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT					05
Evolution of Human Resource Management –Functions of HRM – Techniques in HRM - Role of Human Resource Manager – Qualities of Human Resource Manager					
UNIT II HUMAN RESOURCE PLANNING, JOB ANALYSIS AND DESIGN					10
Human Resource Planning - Objectives of HRP - Factors affecting HRP - Process of HRP; Job Analysis - Objectives of Job Analysis – Process of Job Analysis - Job Description - Job Specifications - Job Evaluation – Objectives – Process of Job Evaluation - Methods .					
UNIT III EMPLOYEE RECRUITMENT, SELECTION & SOCIALIZATION					10
Recruitment - Factors affecting recruitment, Constraints and Challenges in Recruitment Process, Process of Recruitment, Sources of Recruitment and Recruitment Practices in India; Selection - Steps in Selection Procedure, Socialization process.					
UNIT IV TRAINING & EXECUTIVE DEVELOPMENT					10
Concept of Training, Training Methods, New Training Techniques, Evaluation of Training, Emerging Issues in Training, Training Need Analysis – Neuro Linguistic Programme (NLP)- Executive Development – Objectives – Methods.					
UNIT V PERFORMANCE APPRAISAL AND GREIVANCE REDRESSAL					10
Performance Appraisal, Methods of Performance Appraisal, Potential Appraisal, Possible Errors in the Appraisal Process; Work From Home (WHF) vs Performance Appraisal, Employee Diversity and Performance Appraisal; Grievance – Causes – Implications - Redressal Procedure.					
LECTURE	TUTORIAL	PRACTICAL			TOTAL
45	0	0			45
TEXT BOOKS					

C.B.Gupta, Human Resource Management - Text and Cases, Sultan Chand & Sons, New Delhi.

REFERENCES

1. Gary Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
2. R. Wayne Mondy, Human Resource Management, Prentice Hall, 2011.
3. Venkataraman & Srivastava, Personnel Management & Human Resources
4. Edwin B. Flippo, Personnel Management, McGraw-Hill, 1984

WEB REFERENCE

1. <http://www.nitc.ac.in/app/webroot/img/upload/546896605.pdf>
2. <https://www.assessteam.com/managing-work-from-home-employee-performance>
3. <https://www.small-improvements.com/blog/performance-management-diversity-and-inclusion/>

COURSE CODE		YBA203	L	T	P	C
COURSE NAME		MARKETING MANAGEMENT	3	0	0	3
PREREQUISITE:		Nil	L	T	P	H
C:P:A		3 : 0 : 0	3	0	0	3
COURSE OUTCOMES			Domain		Level	
CO1	<i>Understand</i> the concept of Marketing Management.		Cognitive		Understanding	
CO2	<i>Understand</i> the Customer value & Market segment.		Cognitive		Understanding	
CO3	<i>Understand</i> the Product strategy.		Cognitive		Understanding	
CO4	<i>Understand</i> the Communicating value.		Cognitive		Understanding	
CO5	<i>Understand</i> the concept of Competitive dynamics.		Cognitive		Understanding	
UNIT I UNDERSTANDING MARKETING MANAGEMENT						7
Defining Marketing for the 21 st Century – The Importance of Marketing – The scope of Marketing – Core Marketing Concepts – The New Marketing Realities – Company Orientation toward the Marketplace – Marketing Management Tasks						
UNIT II CONNECTING WITH CUSTOMERS						10
Creating Customer Value, Satisfaction and Loyalty – Maximizing Customer Lifetime Value – Cultivating Customer Relationships.						
IDENTIFYING MARKET SEGMENTS AND TARGETS						
Bases for Segmenting Consumer Markets – Bases for Segmenting Business Markets – Market Targeting.						
UNIT III SETTING PRODUCT & SERVICES STRATEGY						10
Product Characteristics and Classifications – Product and Service Differentiation – Product and Brand Relationships – Packaging, Labeling, Warranties and Guarantees.						
DEVELOPING PRICING STRATEGIES AND PROGRAMS & DELIVERING VALUE						
Understanding Pricing – A changing Pricing Environment – How Companies Price? – Marketing Channels and Value Networks.						
UNIT IV COMMUNICATING VALUE & MASS COMMUNICATIONS						8
Marketing Channels and Value Network-The Role of Marketing Channels-Channel Design Decisions-Channel Management Decisions. The Role of Marketing Communications – Developing and Managing an Advertising Program - Introducing New Market Offerings – New Product Options						
UNIT V COMPETITIVE DYNAMICS						10
Competitive Strategies for Market Leaders – Other Competitive Strategies – Product Life Cycle Marketing Strategies.						
CRAFTING THE BRAND POSITIONING						
Developing and Establishing a Brand Positioning – Differentiation Strategies. What is Brand Equity? – Role of Brands – The Scope of Branding – Defining Brand Equity.						
LECTURE		TUTORIAL		PRACTICAL		TOTAL
45		0		0		45
TEXT BOOKS						
V.S.Ramasamy ,S.Namakumari, Marketing Management Global Perspective Indian Context 5 th Edition, McGraw Hill Education(India) Pvt., Ltd., New Delhi						
REFERENCES						
Philip Kotler, Kevin Lane Keller, Abraham Koshy and MithileshwarJha, <i>Marketing Management – A South Asian Perspective</i> , Pearson Education Inc., New Delhi.						

COURSE CODE	YBA204	L	T	P	C
COURSE NAME	PRODUCTION AND OPERATIONS MANAGEMENT	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OUTCOMES					
1. To learn productivity and product design					
2. To learn the different types of processes and layouts					
3. To learn how to forecast					
4. To learn aggregate planning and inventory control					
5. To learn MRP and lean production					
COURSE OUTCOMES		Domain		Level	
CO1	<i>Explain</i> operations, productivity and the various steps in product design.	Cognitive		Understanding	
CO2	<i>Explain</i> the types of processes, process selection, capacity planning and facility layout.	Cognitive		Understanding	
CO3	<i>Solve</i> forecasting problems.	Cognitive		Apply	
CO4	<i>Explain</i> supply chain management, aggregate planning and inventory control.	Cognitive		Understanding	
CO5	<i>Explain</i> material requirements planning, scheduling and lean production.	Cognitive		Understanding	
UNIT I - INTRODUCTION TO OPERATIONS, PRODUCT DESIGN					12
Operations, Transformation process, Operations management, Productivity, Product design - Product design process					
UNIT II - PROCESS SELECTION, CAPACITY PLANNING					12
Process selection and design - Classification, Product-process matrix, Process flow chart, Capacity management - Capacity planning					
UNIT III - FACILITY LAYOUT, FORECASTING					12
Facility Layout – Types of layouts, Product layout, Process layout, Forecasting – Components of demand, Forecasting techniques, Qualitative techniques, Time series analysis, Forecast errors					
UNIT IV - AGGREGATE PLANNING, INVENTORY CONTROL					12
Supply Chain Management, Aggregate Sales and Operations Planning - Planning Strategies Inventory Control - Inventory costs, Inventory systems, Fixed order quantity model					
UNIT V - MATERIAL REQUIREMENTS PLANNING, SCHEDULING, LEAN PRODUCTION					12
Material Requirement Planning - Master production schedule, Bill of materials, Operations Scheduling, Theory of constraints, Lean Production					
LECTURE		TUTORIAL		PRACTICAL	
60		0		0	
TOTAL		TOTAL		TOTAL	
60		0		60	
TEXT BOOKS					
1. Roberta S Russell, Bernard W Taylor (2012), <i>Operations Management</i> , 7 th Edition, Wiley.					
REFERENCES					
1. Richard B Chase, F Robert Jacobs, Nicholas J Aquilano, Nitin K Agarwal (2013), <i>Operations Management for Competitive Advantage</i> , Tata McGraw-Hill.					
2. Mahadevan B (2010), <i>Operations Management: Theory and Practice</i> , Pearson.					

COURSE CODE	YBA205	L	T	P	C
COURSE NAME	INFORMATION MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
COURSE OUTCOMES		Domain		Level	
CO1	<i>Understand</i> the basic concept of Information system	Cognitive		Understanding	
CO2	<i>Understand</i> the system flow	Cognitive		Understanding	
CO3	<i>Understand</i> the concept of Data Base Management System.	Cognitive		Understanding	
CO4	<i>Understand</i> the security system concept	Cognitive		Understanding	
CO5	<i>Understand</i> the new advancements in IT	Cognitive		Understanding	
UNIT I INTRODUCTION					10
Data, Information, Information Technology, Role of IT in Business , Information System, evolution, types based on functions and hierarchy, Role of Technology in Manufacturing- PLC, Automation, CNC, Robotics, Industry 4.0, 3D printing, MRP					
UNIT II TECHNOLOGY IN BUSINESS OPERATIONS					9
Role of Technology in Business Operations - HRMS, CRM, Digital Marketing, Sales Planning, Forecasting, Financial Systems, Block chains, Bitcoins					
UNIT III DBMS, DATA WAREHOUSING, DATA MINING					10
DBMS, Data warehousing, Data warehouse Architecture, Data Mart, Data Mining- Data Mining Techniques, Applications of Data Mining, Market Basket Analysis.					
UNIT IV SECURITY CONTROL AND REPORTING					8
Security, Testing, Error detection, Controls, IS Vulnerability, Disaster Management, Computer Crimes, Securing the Web, Intranets and Wireless Networks, Software Audit, Ethics in IT, User Interface and reporting.					
UNIT V NEW IT INITIATIVES					8
Role of information management in ERP, e-business, e-governance, Data Mining, Business Intelligence, Pervasive Computing, Cloud computing, CMM, Big data, IOT, SMAC, Machine learning					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					
1. Robert Schultheis and Mary Summer, Management Information Systems – The Managers View, Tata McGraw Hill, 2008.					
2. Kenneth C. Laudon and Jane Price Laudon, Management Information Systems – Managing thedigital firm, PHI Learning / Pearson Education, PHI, Asia, 2012.					
3. Text Book(s) Information Technology for Management: Advancing Sustainable, Profitable Business Growth - Efraim Turban, Linda Volonino, Gregory R Wood					
REFERENCES					
1. Rahul de, MIS in Business, Government and Society, Wiley India Pvt Ltd, 2012					
2. Gordon Davis, Management Information System : Conceptual Foundations, Structure and Development, Tata McGraw Hill, 21st Reprint 2008.					
3. Haag, Cummings and Mc Cubbrey, Management Information Systems for theInformation Age, McGraw Hill, 2005. 9th edition, 2013.					
4. Turban, McLean and Wetherbe, Information Technology for Management –Transforming					

Organisations in the Digital Economy, John Wiley, 6th Edition, 2008.

5. Raymond McLeod and Jr. George P. Schell, Management Information Systems, Pearson Education, 2007.
6. James O'Brien, Management Information Systems – Managing Information Technology in the E-business enterprise, Tata McGraw Hill, 2004.
7. Ralph Stair and George Reynolds, Information Systems, Cengage Learning, 10th Edition, 2012
8. Corey Schou and Dan Shoemaker, Information Assurance for the Enterprise – A Roadmap to Information Security, Tata McGraw Hill, 2007.
9. Frederick Gallegor, Sandra Senft, Daniel P. Manson and Carol Gonzales, Information Technology Control and Audit, Auerbach Publications, 4th Edition, 2013.
10. Adriaans P. and Zantinge. (2007). Data Warehousing in the Real World, I/e Pearson Education

COURSE CODE		YBA 206	L	T	P	C
COURSE NAME		BUSINESS RESEARCH METHODS	3	1	0	4
PREREQUISITE:		Nil	L	T	P	H
C:P:A		3 :1 : 0	3	1	0	4
COURSE OUTCOMES			Domain		Level	
CO1	<i>Understand</i> the process in business research projects		Cognitive		Understanding& Apply	
CO2	<i>Define</i> business problem		Cognitive		Understanding& Apply	
CO3	<i>Analyzing</i> of collected data to investigate the research problem		Cognitive		Understanding& Apply	
CO4	<i>Designing</i> of questionnaires for data collection		Cognitive		Understanding& Apply	
CO5	<i>Interpret</i> of data using statistical techniques		Cognitive		Understanding& Apply	
UNIT I INTRODUCTION						10
Meaning of Research, Objective of Research, Motivation in Research, Types of Research Approaches, Significance of Research, research process, criteria of good Research, Problems Encountered by Researchers in India						
UNIT II PROBLEM DEFININTION						10
Research Problems, Selecting the problem, Necessity of defining the Problem, technique involved in defining a problem, Research Design, meaning, need for research design, features of a good design, important concepts relating to research design, different research designs						
UNIT III SAMPLING, MEASUREMENT & SCALING						12
Sampling Need for Sampling, Definitions, Important Sampling Distributions, Method of Sampling Measurement in Research, Measurement Scales, Sources of Errors in Measurement, Tests of Sound Measurement, Techniques of developing Measurement Tools, Meaning of Scaling, Scale Classification Bases, Important Scaling Techniques, Scale Construction Techniques						
UNIT IV DATA COLLECTION						13

Collection of Primary Data, Observation Method, Interview Method, Collection of Data through Questionnaires, Collection of Data through Schedules, Difference between Questionnaires and Schedules, Other methods of data collection, collection of Secondary Data, Selection of appropriate method for data collection, Case Study method			
UNIT V DATA ANALYSIS & REPORT PREPARATION			15
Introduction to Uni-variate, Bi-variate and Multi-variate techniques, Report Writing. Techniques of interpretation, writing report with statistical output using Excel Spreadsheet or SPSS Package			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	15	0	60
TEXT BOOKS			
Rajandran KVR and Guru P (2022), “Business Research Methods for MBA & BBA Students” Duraigo Publications, Chennai, Tamil Nadu Kothari C R, Research Methodology, New Age International Publishers			
REFERENCES			
Cooper D.R. & Schindler P.S., Business Research Methods, McGraw Hills, New Delhi			

COURSE CODE	YBA207	L	T	P	C
COURSE NAME	OPERATIONS RESEARCH	3	1	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	3	1	0	4
LEARNING OUTCOMES					
1. To learn how to solve linear programming problems					
2. To learn how to solve transportation and assignment problems					
3. To learn how to solve replacement problems					
4. To learn how to solve queuing and machine sequencing problems and simulation					
5. To learn how to solve CPM and PERT problems					
COURSE OUTCOMES		Domain		Level	
CO1	Solve linear programming problems.	Cognitive		Apply	
CO2	Solve transportation and assignment problems.	Cognitive		Apply	
CO3	Solve replacement problems.	Cognitive		Apply	
CO4	Solve queuing, machine sequencing, simulation and decision analysis problems.	Cognitive		Apply	
CO5	Solve CPM and PERT problems.	Cognitive		Apply	
UNIT I - OPERATIONS RESEARCH & LINEAR PROGRAMMING					15
Introduction to Operations Research, Linear Programming, Application of LP in Management, Graphical method, Simplex method					
UNIT II - TRANSPORTATION MODELS AND ASSIGNMENT MODELS					13
Introduction to Transportation Model, North-West Corner Method, Matrix – Minima method, Vogel’s Approximation Method, Optimal Solutions by MODI Method.					
Assignment Problem, Travelling Salesman Problem.					
UNIT III - REPLACEMENT MODEL					7
Introduction to Replacement model, Replacement policy for items which deteriorate with time gradually.					
UNIT IV - QUEUEING MODELS, SEQUENCING & GAME THEORY					12
Introduction to Queuing model - Single server model.					
Introduction to sequencing problem, Sequencing of ‘n’ jobs and ‘2’ machines.					
Introduction to Game theory, Two person zero sum games, Simulation, Decision aanalysis					

UNIT V - SCHEDULING BY CPM AND PERT			13
Introduction to Project, Rules for constructing a Project Network Diagram, Critical Path Method, and Program Evaluation and Review Technique (PERT)			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	15	0	60
TEXT BOOKS			
Anderson D.R., Sweeney D.J., Williams T.A. & Martin K. <i>An Introduction to Management Science – Quantitative Approaches to Decision Making</i> , Cengage Learning India Pvt. Ltd., New Delhi.			
REFERENCES			
1. Prem Kumar Gupta, Hira D.S, <i>Operations Research</i> , S. Chand Company Ltd, New Delhi.			
2. S. Kalavathy, <i>Operations Research</i> ,Vikas Publishing House Pvt Ltd.			
3. Sharma J.K, <i>Operations Research, Theory & Applications</i> , Macmillan Publishers India Ltd, New Delhi.			

COURSE CODE		YBA208	L	T	P	C
COURSE NAME		ENTREPRENEURSHIP DEVELOPMENT	3	0	0	3
PREREQUISITE		Nil	L	T	P	H
C:P:A		3: 0 : 0	3	0	0	3
COURSE OUTCOMES			Domain		Level	
CO1	<i>Explain</i> the personal traits of an entrepreneur		Cognitive		Understanding	
CO2	<i>Interpret</i> the environment that support entrepreneurial development		Cognitive		Understanding	
CO3	<i>Develop</i> the business plan based on feasibility		Cognitive		Applying	
CO4	<i>Discover</i> the steps in establishing a small business		Cognitive		Analyzing	
CO5	<i>Determine</i> the factors responsible for success/failure of a business		Cognitive		Evaluating	
UNIT I ENTREPRENEURIAL COMPETENCE						8
Entrepreneurship concept– Entrepreneurial Personality –traits and competencies of a Successful Entrepreneur – Role of Family and Society - Entrepreneurship as a Career- Entrepreneurship for National Development.						
UNIT II ENTREPRENEURIAL ENVIRONMENT& ENTREPRENEURIAL TECHNOLOGY						11
Business Environment - Entrepreneurship Development Training and Other Support services from Central and State Government -Micro, Small Medium Enterprises (MSME). Industrial Policies and Regulations, Electronic Commerce, Digital Marketing, IOT, challenges and Opportunities of Digital Entrepreneurship.						
UNIT III BUSINESS PLAN PREPARATION						9
Sources of Product for Business - Prefeasibility Study - Criteria for Selection of Product - Ownership - Capital Budgeting - Project Profile Preparation - Feasibility Report Preparation and Evaluation Criteria						
UNIT IV LAUNCHING OF SMALL BUSINESS						9
Finance and Human Resource Mobilization-Operations Planning - Market and Channel Selection - Growth Strategies - Product Launching – Incubation, Venture capital- startups.						

UNIT V MANAGEMENT OF SMALL BUSINESS			8
Monitoring and Evaluation of Business - Preventing Sickness and Rehabilitation of Business Units- Effective Management of Small Business.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS 1. Hisrich, 2016, <i>Entrepreneurship</i> , Tata McGraw Hill, New Delhi. 2. S.S.Khanka, 2013, <i>Entrepreneurial Development</i> , S.Chand and Company Limited, New Delhi.			
REFERENCE BOOKS 1. Mathew Manimala, 2005, <i>Entrepreneurship Theory at the Crossroads, Paradigms & Praxis</i> , Biztrantra ,2nd Edition. 2. Prasanna Chandra, 2009, <i>Projects – Planning, Analysis, Selection, Implementation and Reviews</i> , Tata McGraw-Hill. 3. P.Saravanavel, 1997, <i>Entrepreneurial Development</i> , Ess Pee kay Publishing House, Chennai. 4. Arya Kumar,2012, <i>Entrepreneurship: Creating and Leading an Entrepreneurial Organisation</i> , Pearson Education India. 5. Donald F Kuratko, T.V Rao, 2012, <i>Entrepreneurship: A South Asian perspective</i> , Cengage Learning India. 6.Dinesh Awasthi, Raman Jaggi, V.Padmanand, <i>Suggested Reading / Reference Material for Entrepreneurship Development Programmes (EDP/WEDP/TEDP)</i> , EDI Publication, Entrepreneurship Development Institute of India, Ahmedabad. Available from: http://www.ediindia.org/doc/EDP-TEDP.pdf			
WEB SITES AND WEB RESOURCES: 1. Jeff Hawkins, “ Characteristics of a successful entrepreneur”, ALISON Online entrepreneurship courses, “ https://alison.com/learn/entrepreneurial-skills 2. Jeff Cornwall, “Entrepreneurship -- From Idea to Launch”, Udemmy online Education, https://www.udemy.com/entrepreneurship-from-idea-to-launch/			

COURSE CODE	YBA 301	L	T	P	C
COURSE NAME	STRATEGIC MANAGEMENT	4	0	0	4
PREREQUISITE:	Nil	L	T	P	H
C:P:A	4 : 0 : 0	4	0	0	4
LEARNING OBJECTIVES					
1. To learn the steps in the process of strategic management.					
2. To learn the process of analyzing internal and external environment of businesses.					
3. To learn different types of strategies adopted by firms to overcome competition in the business level.					
4. To learn different types of strategies adopted by firms to overcome competition in the corporate level.					
5. To learn different types of strategies adopted by firms to overcome competition in the international level.					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> the steps in the strategic management process.	Cognitive	Understanding		
CO2	<i>Analyze</i> the external and internal environment of businesses.	Cognitive	Understanding Analysing		
CO3	<i>Compare</i> various business level strategies.	Cognitive	Understanding Analysing		
CO4	<i>Compare</i> various corporate level strategies.	Cognitive	Understanding Analysing		
CO5	<i>Compare</i> various international strategies.	Cognitive	Understanding Analysing		
UNIT I – INTRODUCTION					10
Strategy, Strategic management, Strategic management process, Mission statement, Stakeholders, Corporate governance.					
UNIT II - SITUATION ANALYSIS					20
External environment: Macro environment, Industry environment, Industry analysis – Five forces model.					
Internal environment: Resources and capabilities - Value chain model, SWOT analysis.					
UNIT III - BUSINESS LEVEL STRATEGY					10
Business level strategies: Cost leadership, Differentiation, Focus.					
UNIT IV - CORPORATE LEVEL STRATEGY					10
Corporate level strategies: Concentration, Vertical integration, Diversification, Divestment, Portfolio analysis – BCG Matrix.					
UNIT V - INTERNATIONAL STRATEGY					10
International strategy: Global, Multidomestic, Transnational strategy, Modes of entering international markets.					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
60	0	0		60	
TEXT BOOKS					
1. Michael A. Hitt, R. Duane Ireland & Robert E. Hoskisson, <i>Strategic Management: Competitiveness & Globalization – Concepts and Cases</i> , 12 th Edition, Cengage Learning, 2017					
2. Raghavan Parthasarathy, <i>Fundamentals of Strategic Management</i> , Biztantra, 2008.					
REFERENCES					

1. John A. Pearce II, Richard B Robinson, Jr & Amita Mital, *Strategic Management: Formulation, Implementation and Control*, 12th Edition, McGraw Hill Education, 2017.
2. Charles W.L. Hill & Gareth R. Jones, *Strategic Management: An Integrated approach*, 9th Edition, Cengage, 2012.

COURSE CODE	YBAE01	L	T	P	C
COURSE NAME	SUPPLY CHAIN AND LOGISTICS MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the processes in supply chain management. 2. To learn the drivers of supply chain performance. 3. To learn how to design a distribution network. 4. To learn how to design a transportation network. 5. To learn the various sourcing options in a supply chain.					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> supply chain management and the process view of supply chain	Cognitive	Understanding		
CO2	<i>Explain</i> supply chain strategy and the drivers of supply chain performance	Cognitive	Understanding		
CO3	<i>Explain</i> the various distribution network designs	Cognitive	Understanding		
CO4	<i>Explain</i> the various modes of transportation and transportation network designs	Cognitive	Understanding		
CO5	<i>Explain</i> the sourcing options and coordination in supply chains	Cognitive	Understanding		
UNIT I – INTRODUCTION					7
Supply chain, Decision phases in a supply chain, Process view of supply chain, Supply chain macro processes					
UNIT II - STRATEGY AND DRIVERS					9
Supply chain strategy, Strategic fit, Drivers of supply chain performance: Facilities, Inventory, Transportation, Information, Sourcing, Pricing					
UNIT III - DISTRIBUTION NETWORK					10
Distribution, Factors influencing distribution network design, Design options for a distribution network, Online sales and distribution					
UNIT IV – TRANSPORTATION					10
Transportation, Modes of transportation and their performance characteristics, Design options for a transportation network, Trade-Offs in Transportation Design					
UNIT V - SOURCING AND COORDINATION					9
Sourcing, Inhouse or Outsource, Third- Party Suppliers, Supply chain coordination, Bullwhip effect, Continuous replenishment and Vendor-Managed Inventories					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					
1. Sunil Chopra, Peter Meindl & Dharam Vir Kalra, <i>Supply Chain Management: Strategy, Planning and Operation</i> , 6 th Edition, Pearson, 2016.					
REFERENCES					

1. John J Koyle, C. John Langley Jr., Robert A. Novack & Brian J. Gibson, *Managing Supply Chains: A Logistics Approach*, 9th Edition, Cengage Learning, 2014.

COURSE CODE	YBAE02	L	T	P	C
COURSE NAME	PRODUCT DESIGN AND DEVELOPMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To learn the steps in the development of products.					
2. To learn the steps in the development of concepts.					
3. To learn how to generate and select concepts.					
4. To learn how to test concepts.					
5. To learn how to protect intellectual property.					
COURSE OUTCOMES		Domain		Level	
CO1	Explain the product development process.	Cognitive		Understanding	
CO2	Explain the concept development process.	Cognitive		Understanding	
CO3	Explain the methods used for concept generation and selection.	Cognitive		Understanding	
CO4	Illustrate concept testing and prototyping methods.	Cognitive		Understanding	
CO5	Illustrate various types of intellectual property.	Cognitive		Understanding	
UNIT I – INTRODUCTION					9
Product, types of products, product development process.					
UNIT II - CONCEPT DEVELOPMENT					9
Concept development process, identifying customer needs.					
UNIT III - CONCEPT GENERATION AND SELECTION					9
Concept generation method, concept screening, concept scoring.					
UNIT IV - CONCEPT TESTING AND PROTOTYPING					9
Concept testing method, types of prototypes.					
UNIT V - PATENTS AND INTELLECTUAL PROPERTY					9
Patent, trademark, trade secret, copyright, design thinking					
LECTURE		TUTORIAL		PRACTICAL	
45		0		0	
TOTAL		45			
TEXT BOOKS					
1. Karl T Ulrich and Steven D Eppinger, <i>Product Design and Development</i> , 5 th Edition, McGraw Hill Education, 2017.					
REFERENCES					
1. Kevin Otto and Kristin Wood, <i>Product Design: Techniques in Reverse Engineering and New Product Development</i> , 1 st Edition, Pearson, 2014.					

COURSE CODE	YBAE03	L	T	P	C
COURSE NAME	QUALITY MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To introduce the principles and practice of quality management to students who are going to play a major role in development and management of organizations. 2. To learn about the different alternatives for continuous improvement. 3. To familiarize with benchmarking and its benefits 4. To learn about QMS. 5. To familiarize with different statistical tools.					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Summarize</i> the principles and practices of Quality Management	Cognitive	Understanding		
CO2	<i>Explain</i> the continuous process of improvement	Cognitive	Understanding		
CO3	<i>Summarize</i> benchmarking	Cognitive	Understanding		
CO4	<i>Outline</i> the quality management systems	Cognitive	Understanding		
CO5	<i>Explain</i> statistical process control	Cognitive	Understanding		
UNIT I INTRODUCTION TO QUALITY MANAGEMENT					7
Basic Approach, Gurus of QM, Defining Quality, Obstacles in Implementing Quality Management, benefits of QM					
UNIT II CONTINUOUS PROCESS IMPROVEMENT					14
Process of CPI, Juran Trilogy, Improvement Strategies, Types of Problems, PDSA Cycle, Problem Solving Method, Kaizen, Reengineering, Six Sigma					
UNIT III BENCHMARKING					7
Define Benchmarking, Process of benchmarking, deciding what to benchmark, understanding current performance, planning of benchmarking, learning from data, using the findings, pitfalls and criticism of benchmarking					
UNIT IV QUALITY MANAGEMENT SYSTEMS					8
Benefits of ISO Registration, ISO 9000 series of Standards, IOS 9001 requirements, Implementation of QMS, Documentation, writing Documents, Internal Audits, Registration					
UNIT V STATISTICAL PROCESS CONTROL					9
Pareto Diagram, Process Flow Diagram, Cause and Effect Diagram, Check Sheets, Histogram, Statistical Fundamentals, Control Charts, Variable Control Charts, Process Performance, Measurement System Analysis (MSA) Scatter Diagram					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					
Dale H Besterfield, Mary Besterfield, Carol Besterfield, Glen H. Besterfield, HermantUrdhwarsire and Rashmi Urdhwarsire, (2014), “ Total Quality Management” Pearson					

REFERENCE

1. James R.Evans, William M.Lindsay(2012) “The Management and Control of Quality” Cengage Learning
2. Kanishka Bedi(2006) “Quality Management” Oxford Higher Education.

COURSE CODE	YBAE04	L	T	P	C
COURSE NAME	INVESTMENT MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To introduce the various investment alternatives.					
2. To disseminate the ideas on expected return & risk of a security.					
3. To give exposure to students in analyzing the Valuation of Debentures/ Bonds					
4. To learn how to analysis the portfolio and how to select it.					
5. To learn how to evaluate the performance of portfolio.					
COURSE OUTCOMES		Domain		Level	
CO1	Explain the overview of Capital Markets.	Cognitive		Understanding	
CO2	Define and Apply valuation Models for equity.	Cognitive		Understanding Applying	
CO3	Analyse the nature of Bonds and Derivatives.	Cognitive		Analysing	
CO4	Explain and analyse the portfolio.	Cognitive		Understanding Analysing	
CO5	Explain the management of portfolio and analyse the performance.	Cognitive		Understanding Analysing	
UNIT I-OVERVIEW OF CAPITAL MARKET					9
Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations; Trading of securities: equity and debentures/ bonds. Regulatory Mechanism: SEBI and its guidelines; Investor Protection.					
UNIT II-RISK & RETURN					6
Concept of Risk, Measures of risk and return, calculation, trade off, systematic and unsystematic risk components. Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Valuation of Equity: Nature of equity instruments, Equity Valuation Models. Approaches to Equity Valuation: Technical Approach – overview of concept & tools used and Fundamental Approach – economy, industry and company analysis.					
UNIT III- VALUATION OF DEBENTURES/ BONDS AND DERIVATIVES					6
Valuation of Debentures/ Bonds: nature of bonds, valuation, Bond theorem, Term structure of interest rates, Duration. Valuation of Derivatives (Options and futures): concept, trading, valuation.					
UNIT IV-PORTFOLIO ANALYSIS AND SELECTION					12
Portfolio concept, Portfolio risk and return, Beta as a measure of risk, calculation of beta, Selection of Portfolio: Markowitz’s Theory, Single Index Model, Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory.					

UNIT V-PORTFOLIO MANAGEMENT AND PERFORMANCE EVALUATION				12
Performance evaluation of existing portfolio, Sharpe and Treynor measures; Finding alternatives and revision of portfolio; Portfolio Management and Mutual Fund Industry				
LECTURE	TUTORIAL	PRACTICAL	TOTAL	
45	0	0	45	
TEXT BOOKS				
1. Chandra P, Investment Analysis and Portfolio Management, Tata Mc Graw Hill, 2010.				
REFERENCES				
1. Fischer and Jordan, Security Analysis and Portfolio Management, Prentice-Hall, 1996, 6th edition.				
2. Ranganatham , Investment Analysis and Portfolio Management Pearson Education,2015, 1 st Ed.				
3. Pandian P, Security Analysis and Portfolio Management, Vikas Publishing, 2012, 1 st Ed.				
4. Bodie, Kane, Marcus & Mohanti ,Investment and Indian Perspective TMH, 2009, 6 th Ed				

COURSE CODE	YBAE05	L	T	P	C
COURSE NAME	MERGERS AND ACQUISITIONS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3

LEARNING OBJECTIVES

- To develop a comprehensive understanding of mergers and acquisitions (M&A) from the perspective of the corporate executive.
- To learn the main concepts related to managing mergers and acquisitions.
- To learn the concepts and principles of financial valuation and negotiation in relation to managerial decision-making.
- To facilitate understanding of corporate merger and acquisition activity and restructurings.
- To examine the role that M&A plays in the contemporary corporate world, and its use as a strategic tool to provide growth, enhance competitive position, transform a company or industry, and create shareholder value.

COURSE OUTCOMES		Domain	Level
CO1	<i>Outline</i> the objectives and types of Merger.	Cognitive	Understanding
CO2	<i>Explain</i> and generalize the de-merger.	Cognitive	Understanding
CO3	<i>Apply</i> and <i>Analyze</i> the valuation models.	Cognitive	Applying Analysing
CO4	<i>Compare</i> the ratios related to valuation	Cognitive	Understanding Analysing
CO5	<i>Interpret</i> the Taxation aspects in Merger and Acquisition	Cognitive	Understanding

UNIT I-BASICS OF MERGERS AND ACQUISITIONS

9

Corporate Restructuring-objectives of merger, demerger, acquisition, types of merger - Horizontal, Vertical, Conglomerate, Case studies.

UNIT II-DE-MERGERS AND REVERSE MERGERS & ROLE OF SEBI

9

De-merger, spin off, split up, tax advantages of demerger, Reverse Merger (L & T-Grasim). SEBI regulations on Merger & Acquisition, Takeover Code.

UNIT III- DEFENSIVE STRATEGIES & M&A MODELS AND THEORIES

9

(Problems to be discussed under this topic)

Defensive actions on takeover bids. Valuation Models on Merger & Acquisition: (a) DCF Model, (b) Public Enterprises, (c) Book Value, (d) Adjusted Book value (e) Three Stage growth model			
UNIT IV-RATIO ANALYSIS AND VALUATION STRATEGIES			7
Swap Ratio, Valuation Practices in India, LBO, MBO, Case Study-Tata Tetley			
UNIT V-TAXATION ASPECTS IN M&A AND POST MERGER ANALYSIS			11
Treatment of goodwill, premium & Taxation aspects 72A, 2(140), Tax Benefit of Merger & Acquisition. Success and failure of Merger & Acquisition, International Cases: AOL & Time Warner.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. Prasanna Chandra, (2008), "Financial Management: Theory and Practice" 7 th Edition, Tata McGraw- Hill Publishing Company Limited New Delhi.			
REFERENCES			
1. Chandrashekar Krishnamurti, S.R.Vishwanath, (2008), "Mergers, Acquisitions And Corporate Restructuring, First Edition, Sage Publications Pvt. Ltd, New Delhi.			
2. Kamal Ghosh Ray, (2010), "Mergers And Acquisitions: Strategy, Valuation And Integration", Phi Learning Pvt. Ltd-New Delhi.			
3. Kavita Shetty, Sharad Kale, Rajinder S Aurora, (2011), Mergers And Acquisitions Oxford University Press-New Delhi.			

COURSE CODE	YBAE06	L	T	P	C
COURSE NAME	BANKING AND INSURANCE MANAGEMENT	3	0	0	3
PREREQUISITE	Nil	L	T	P	H
C:P:A	3: 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
LO1	To describe the general banking operations				
LO2	To interpret the lending and credit appraisal process				
LO3	To learn and use the advance recovery and credit appraisal system.				
LO4	To learn the concepts of risk management.				
LO5	To explain the insurance concept.				
COURSE OUTCOMES		Domain	Level		
CO1	<i>Able to describe the Indian banking system evolution, its operations and E-banking system.</i>	Cognitive	Understanding		
CO2	<i>Able to summarize</i> the concept of lending approaches and credit appraisal process.	Cognitive	Understanding		
CO3	<i>Ability to use</i> advances recovery methods& NPA management system with Government regulations.	Cognitive	Apply		
CO4	<i>Able to explain</i> the various risks, and apply methods to handle risk.	Cognitive	Understanding, Apply		
CO5	<i>Able to express</i> the principles of Insurance and various types of insurance and in addition to Government regulatory bodies	Cognitive	Understanding		
UNIT I - OVERVIEW OF BANKING					8
Indian Financial system-Commercial Banking – Classification of Banks – Functions —					

Banking Structure - Central Banking – Evolution –Role and Functions of RBI - Banking Operations: Acceptance of Deposits, Lending of Funds- E Banking/Online banking-Electronic Funds transfer systems, Clearing House operations- Foreign Exchange operations-Wealth Management/Private Banking operations.			
UNIT II - OVERVIEW OF LENDING PRODUCTS AND CREDIT APPRAISAL PROCESS			9
Principles of Lending-Secured and Unsecured loans- Lending approach to Individuals, Industry, Trade, Agriculture, MSME- Security aspects and Documentation-Loan processing, Sanctioning and Monitoring of Trade advances, Industrial advances, <i>Agricultural advances</i> , Home Loans and Unsecured personal loans.			
UNIT III - RECOVERY OF ADVANCES, NPA AND RESOLUTION			10
Recovery of Advances- Methods –Classification of assets as Standard, Non Performing Assets, Doubtful debts – Causes and Remedial Measures – Management of NPA's – Debt Recovery Tribunals – Lok Adalats-Asset Reconstruction Fund-SARFAESI ACT.			
UNIT IV - RISK MANAGEMENT			6
Definition of Risk- Classification of Risks; Methods of handling risk –Risk management-Objectives-Personal risk management process.			
UNIT V - BASICS OF INSURANCE			12
Principles of Insurance -Types of Insurance: Life Insurance, General Insurance, Health & Medical Insurance, Property related Insurance, Liability Insurance, Reinsurance. Insurance pricing, Underwriting. Principles governing marketing of insurance products. IRDA- Role.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. Management of Banking and Financial Services, Padmalatha Suresh and Justin Paul, Second edition, Pearson, 2011			
2. Banking and Financial System – B.Santhanam, Margham Publications; 5th edition (2012)			
REFERENCES			
1. Elements of Banking & Insurance – Jyothsna Sethi & Nishwan Bhatia, PHI, 2009.			
2. Banking Theory and Practice, K.C. Shekhar and Lekshmy Shekhar, Vikas Publishing House, 2011			
3. Banking Theory, Law and practice - Sunderaram and Varshney, Sultan Chand & Sons, New Delhi.			
4. Banking and Financial System - Prasad K, Nirmala, Chandradas J. Himalaya Publishing House, Mumbai.			
5. Risk Management & Insurance, Trieschmann, Hoyt, Sommer, Cengage			

COURSE CODE	YBAE07	L	T	P	C
COURSE NAME	TRAINING AND DEVELOPMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
Able to understand the importance of T & D					
Able to understand different types of trainings					
Able to know the purpose of training program					
Able to evaluate the effectiveness of training					
Able to design a training programme					
COURSE OUTCOMES		Domain		Level	
CO1	Know the importance of Training and Development.	Cog(Und)		Understanding	

CO2	Know different types of trainings	Cog(Und)	Understanding
CO3	Understand the purpose of training program	Cog(Und)	Understanding
CO4	Describe the training effectiveness and evaluation	Cog(Und)	Understanding
CO5	Know to design a training program	Cog(Und)	Understanding
UNIT I INTRODUCTION			8
Concept of Training-Need for Training-Importance of Training-Types of Training-Identifying Training Needs, Objectives of Training.			
UNIT II TYPES OF TRAINING			10
On-the Job Training (OJT)- Off-the Job Training- Apprenticeship Training- Google Meet/Google Classroom Training- Internship Training-E-Learning, Computer Aided Training, Simulation Training Lecture Method, Conference Leadership, The Case Method, Role Plays, Games and Simulations.			
UNIT III THE PURPOSE OF TRAINING PROGRAMME			9
Responsibility for Training- Selecting and Motivating the target Group-Preparing the Trainers-Developing Training Package-Presentation of training programme-Performance Tryout- Follow up actions after a Training Programme			
UNIT IV EVALUATING TRAINING EFFECTIVENESS			9
Need for Evaluation-concept of Training Effectiveness-Evaluation Criteria, Reactions, Learning, Behaviour, Results-Methods of Evaluation, Types of Feedback- On-line assessment, Evaluation through social media.			
UNIT V DESIGNING A TRAINING PROGRAM			9
American Society for Training and Development (ASTD)-Assess Organisational Training & Development Needs- Define Your Training Objective- Training Program Design- Adopt Training Principles- Training Program Development- Training Program Implementation- Evaluate Your Training Program			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. Rajandran KVR, (2021), "Training and Development for Competitive and Dynamic Teams" Duraico Publication, Chennai			
2. P.Jyothi and D N Venkatesh, (2012), "Human Resource Management", Oxford University Press, New Delhi.			
3. P Nick Blanchard, James W. Thacker and V Anand Ram,(2012), " Effective Training Systems Strategies and Practices" 4 th Edition, Pearson Education			
REFERENCES			
11. Gupta C.B., (2011), "Human Resource Management", Sultan Chand and Sons, New Delhi			
2. Gupta C.B. (2014), " A textbook of Organisational Behaviour with Text and Cases", S. Chand Publishing, New Delhi			

COURSE CODE	YBAE08	L	T	P	C
COURSE NAME	INDUSTRIAL RELATIONS AND LABOUR LAW	3	0	0	3
PREREQUISITE	Nil	L	T	P	H
C:P:A	3:0:0	3	0	0	3
LEARNING OBJECTIVES					
LO1	To understand the need for developing sound industrial relations				
LO2	To know about types of industrial disputes				
LO3	To understand the collective bargaining process				
LO4	To discuss about how to manage promotions, transfers and demotion				
LO5	To learn the concept of quality circle				
COURSE OUTCOMES		Domain		Level	
CO1	Define the role of trade union in industrial relations	Cognitive		Remembering Understanding	
CO2	Define the various measures to prevent industrial disputes and Illustrate the settlement of Industrial disputes.	Cognitive		Remembering Understanding	
CO3	Illustrate Collective Bargaining in India	Cognitive		Remembering Understanding	
CO4	List the concept of Career Planning, need and importance for Quality of Work life and Summarise the Work-life Balancing initiatives of various companies in India.	Cognitive		Remembering Understanding	
CO5	Relate the concept of Quality Circle	Cognitive		Remembering Understanding	
UNIT I INDUSTRIAL RELATIONS & TRADE UNION				10	
Meaning & Objectives, Importance, Role of Three Actors to Industrial Relations, Causes for poor IR, Developing sound IR, Trade Union - Meaning, Why do workers join unions, Types of trade unions, Problems of trade unions, Functions of trade unions, Measures to strengthen trade unions - The Trade Union Act, 1926					
UNIT II INDUSTRIAL DISPUTES				5	
Definition, Causes of Industrial disputes, Types of Industrial disputes, Prevention of Industrial disputes, Settlement of Industrial disputes - Strikes, Lock-outs, Lay-off & Retrenchment, The					

Industrial Disputes Act, 1947 - The Industrial Employment (Standing Orders) Act, 1946.			
UNIT III COLLECTIVE BARGAINING			5
Definition, Importance, Prerequisites of collective bargaining – Union bargaining process – Types of bargaining– Collective bargaining in India.			
UNIT IV CAREER PLANNING, QUALITY OF WORK LIFE AND WORK LIFE BALANCING			13
Career Planning, Factors affecting Career Choices; Career Stages, Career anchors, Need for Career Planning, Managing Promotions, Transfers & Demotions. QWL - Concept and Definition, Elements of QWL, Importance and conceptual factors influencing QWL, QWL Index, Tips for improving the Quality of Work life. Work life Balance - Concept, Factors influencing work life balancing, Need for Work life balance, Benefits to corporate and employees, Work life balance initiatives: strategies and programmes, Work life balance practices.			
UNIT V QUALITY CIRCLES			12
Quality Circle - Concept, objectives, features, process in initiating Quality Circles, Training for Quality Circles, Structure of Quality Circle, self managed teams.			
	LECTURE	TUTORIAL	TOTAL
	45	0	45
TEXT BOOKS			
1. Human Resource Management - C.B.Gupta (S.Chand Publications).			
REFERENCES			
1. Employee Relationship Management - R.K.Saxena, Zabiulla and Aruna Rani (Kalyani Publishers).			

COURSE CODE	YBAE09	L	T	P	C
COURSE NAME	COMPENSATION MANAGEMENT	3	0	0	3
PREREQUISITE	NIL	L	T	P	H
C:P:A	3:0:0	3	0	0	3
LEARNING OBJECTIVES					
<ul style="list-style-type: none">To learn basic compensation concepts and the context of compensation practice.To increase student knowledge and comprehension about the compensation function.To learn the various dimensions of Compensation Management.To familiarize the role of various bodies involved in Compensation Management.To learn how to manage international compensation.					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> the concept of Compensation Management, its issues, components and Framework.	Cognitive	Understanding		
CO2	<i>Outline</i> the essentials of a sound wage and salary structure, methods of wage payment and Wage Policy in India	Cognitive	Understanding		
CO3	<i>Classify</i> job evaluation methods, advantage and its limitations.	Cognitive	Understanding		
CO4	<i>Summarize</i> wage incentive plan, its types and profit sharing.	Cognitive	Understanding		
CO5	<i>Explain</i> tax planning and emerging trends in compensation.	Cognitive	Understanding		
UNIT I COMPENSATION MANAGEMENT				5	
Compensation Management - Issues in Compensation Management - Components of Compensation - Framework of Compensation - Factors affecting Compensation.					
UNIT II WAGE AND SALARY ADMINISTRATION				14	
Wage Concepts - Introduction to Wage and Salary Administration - Objectives of Wage and Salary - Principles - Essentials of a sound wage and salary structure - Methods of wage payment - The process of wage determination - Wage Policy in India - Supplementary Compensation - Executive Compensation.					
UNIT III JOB EVALUATION				6	
Concept of Job Evaluation - Objectives of job Evaluation - Process of Job Evaluation - Advantages of Job Evaluation - Limitations of Job Evaluation - Essentials of successful Job Evaluation - Methods of Job Evaluation.					
UNIT IV INCENTIVE COMPENSATION				12	
Meaning of Wage Incentives - Essentials of Sound Incentive Plan - Wage Incentives in India - Types of Wage Incentive Plans - Concept of Profit Sharing - Labour Co-Partnership - Fringe Benefits - Employee Stock Option Plans - Moonlighting.					
UNIT V EMERGING ISSUES AND TRENDS IN COMPENSATION				8	
Tax planning – Comparative International compensation – Overview of Future Trends in Compensation Management					
		LECTURE	TUTORIAL	TOTAL	
		45	0	45	
TEXT					
1. Luthans F (1998) OB, Boston, Massachusetts: Mcgraw – hill, International students edition.					
REFERENCES					

1. G.L Kothari, Wages, Dearness Allowance and Bonus, N.H. Tripal (Pvt) Ltd.
2. Human Resource Management by VSP Rao.
3. Human Resource Management by Dessler.
4. Human Resource Management by K. Aswathappa

COURSE CODE	YBAE10	L	T	P	C
COURSE NAME	RETAIL MANAGEMENT	3	0	0	3
PREREQUISITE	Nil	L	T	P	C
C:P:A	3: 0 : 0	3	0	0	3
Learning Objectives					
LO 1	To impart knowledge about the retail trends in India & Global level.				
LO 2	To provide application skills towards retail format				
LO 3	To analyze retailing decisions.				
LO 4	To manage the retail business process				
LO5	To infer about retail shoppers behavior.				
COURSE OUTCOMES		Domain	Level		
CO1	Ability to discuss the challenges and opportunities of retailing and explain the trends in global and Indian retailing	Cognitive	Understanding		
CO2	Ability to apply the knowledge of organized and unorganized formats, Emerging trends in retail formats and MNC's role in organized retail formats.	Cognitive	Apply		
CO3	Ability to analyze the Choice of retail locations, Positioning of retail shops, Building retail store Image , Merchandizing and category management	Cognitive	Analyse		
CO4	Ability to engage in self-study to formulate, design, implement, analyze and demonstrate an Retail advertising and promotions, Online retail Emerging trends	Cognitive	Analyse		
CO5	Evaluate real and complex Understanding of Retail shopper behaviour and Shopper Profile Analysis	Cognitive	Evaluate		
UNIT I-INTRODUCTION					10
An overview of Global Retailing – Challenges and opportunities – Retail trends in India – Socio economic and technological Influences on retail management – Government of India policy implications on retails.					
UNIT II-RETAIL FORMATS					8
Organized and unorganized formats – Different organized retail formats – Characteristics of each format – Emerging trends in retail formats – MNC's role in organized retail formats.					
UNIT III- RETAILING DECISIONS					10
Choice of retail locations - internal and external atmospherics – Positioning of retail shops – Building retail store Image - Retail service quality management – Retail Supply Chain Management – Retail Pricing Decisions. Merchandising and category management – buying.					
UNIT IV-RETAIL SHOP MANAGEMENT					9
Visual Merchandise Management – Space Management – Retail Inventory Management – Retail accounting and audits - Retail store brands – Retail advertising and promotions – Retail Management Information Systems - Online retail – Emerging trends .					
UNIT V-RETAIL SHOPPER BEHAVIOUR					8

Understanding of Retail shopper behaviour – Shopper Profile Analysis – Shopping Decision Process - Factors influencing retail shopper behaviour – Complaints Management - Retail sales force Management – Challenges in Retailing in India.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

TEXT BOOKS

Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press, 2008

REFERENCES

1. Michael Havy ,Baston, Aweitz and Ajay Pandit, Retail Management, Tata Mcgraw Hill, Sixth Edition, 2007
2. J K Nayak, Prakash C.Dash, Retail Management, Cengage, 2017
3. Dr.Harjit Singh, Retail Management A Global Perspective, S.Chand Publishing, 3rd Edition,2014
4. Patrick M. Dunne and Robert F Lusch, Retailing, Cengage, 8th edition, 2013.
5. Chetan Bajaj, Rajnish Tow and Nidhi V. Srivatsava, Retail Management, Oxford University Press, 3rd Edition 2016.
6. Swapna Pradhan, Retail Management -Text and Cases, Tata McGraw Hill, 4th Edition, 2012.

COURSE CODE	YBAE11	L	T	P	C
COURSE NAME	CONSUMER BEHAVIOUR	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3

LEARNING OBJECTIVES

- To introduce students to consumers, consumer behaviour in the market place and their impact on marketing strategy.
- To learn the principal factors that influence consumers as individuals and decision makers with an application to the buying decision process.
- To familiarize with research in consumer behavior with special focus on social psychology to help appreciate some of key psychological processes that potentially influence consumer behavior.
- To gain a strong foundation for critical thinking in the area of consumer behavior.
- To learn the various aspects of consumer behavior and its applications in marketing.

COURSE OUTCOMES

		Domain	Level
CO1	<i>Explain</i> the concept of consumer behavior.	Cognitive	Understanding
CO2	<i>Identify</i> the internal influencing factor.	Cognitive	Analyzing
CO3	<i>Identify</i> the external influencing factor.	Cognitive	Analyzing
CO4	<i>Analyze</i> the purchase decision process.	Cognitive	Understanding
CO5	<i>Explain</i> the concept of consumerism.	Cognitive	Understanding

UNIT I

7

Introduction Concept of Consumer Behavior - Need, Importance - Inter disciplinary approach - Buying roles and Motives - Characteristics of Indian Consumer - challenges in predicting consumer behavior.

UNIT II

11

Internal Influences Foundation of Individual Behavior - Psychological factors: Motivation and Personality Perception, Consumer learning, Attitudes.			
UNIT III			8
External Influences Culture and Consumer Behavior - Role of Family – References group: Role of Celebrities –Word of Mouth- Opinion leadership.			
UNIT IV			11
Purchase Decision Process Consumer Decision Making - Models of consumer behavior - Consumer involvement Purchase and Post Purchase Processes - Organizational Consumer Behaviour.			
UNIT V			8
Consumerism - Diffusion of Innovation - Managing Dissonance - Online purchase decision process - Emerging Issues –Ethical issues.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. Leon Schiffman and Leslie Kanuk, Consumer Behaviour, Prentice Hall, New Delhi.			
REFERENCES			
1. Del, Roger, Kenneth and Amit, Consumer Behaviour, Tata McGraw Hill, New Delhi.			
2. Ramesh Kumar, Consumer Behaviour, Pearson, New Delhi.			
3. Satish K Batara and Kazmi, Consumer Behaviour, Excel Books, New Delhi.			
4. Ramanuj Majumdar, Consumer Behaviour, Prentice Hall, New Delhi.			
5. Della and Bitta, Consumer Behaviour: Concepts & Applications, Tata McGraw Hill.			
6. Wayne Hoyer and Deborah Macinnis, Consumer Behavior, Houghton Mifflin Company, Newyork.			
8. Henry Assael, Consumer behaviour strategic approach Biztantra, New Delhi.			

COURSE CODE	YBAE12	L	T	P	C
COURSE NAME	INTEGRATED MARKETING COMMUNICATION	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
Learning Objectives					
Able to know the principle of advertisement					
Able to visualize the media plan and advertisement					
Able to distinguish different types of sales promotion					
Able to relate the PR functions					
Able to know the types of publicity					
COURSE OUTCOMES		Domain		Level	
CO1	<i>Principle</i> of Advertisement	Cog(Und)		Understanding	
CO2	<i>Media</i> Plan and advertisement.	Cog(Und)		Understanding	
CO3	<i>Types</i> of Sales Promotion.	Cog(Und)		Analysing	
CO4	<i>Public</i> Relation and its function	Cog(Und)		Understanding	
CO5	<i>Types</i> of Publicity.	Cog(Und)		Understanding	
UNIT I INTRODUCTION					9
Concept–definition-scope-Objectives-functions-principles of advertisement – Social, Economic and Legal Implications of advertisements – setting advertisement objectives – Advertisement Agencies – Selection and remuneration – Advertisement campaigns – case studies.					
UNIT II ADVERTISEMENT MEDIA					9
Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling, design and execution of advertisements -Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – Media Research – Testing validity and Reliability of ads – Measuring impact of advertisements –case studies					
UNIT III SALES PROMOTION					9
Scope and role of sales promotion – Definition – Objectives of sales promotion - sales promotion techniques – Trade oriented and consumer oriented. Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion, national and international promotion strategies – Integrated promotion – Coordination within the various promotion techniques – Online sales promotions- case studies.					
UNIT IV PUBLIC RELATIONS					9
Introduction – Meaning – Objectives –Scope-Functions-integrating PR in to Promotional Mix- Marketing Public Relation function- Process of Public Relations-advantages and disadvantages of PR-Measuring the Effectiveness of PR- PR tools and techniques. PR and Media Relations, - PR consultancy: Pros and Cons. - Discussion on opinion survey of PR in Public and Private Enterprises. PR- Research, Evaluation, Counselling-Marketing Public Relations (MPR)-Structure of Public Relations Department, Budgeting of PR, PR Agencies					
UNIT V PUBLICITY					9
Introduction – Meaning – Objectives - Tools – Goals of Publicity – Scope of Publicity –					

Importance of Publicity – Difference between Marketing, PR and Publicity - Social publicity
– Web Publicity and Social media – Publicity Campaigns

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. George E Belch and Michel A Belch, Advertising & Promotion, Tata McGraw Hill, 7th edition, 2010.			
REFERENCES			
1. Wells, Moriarty & Burnett, Advertising, Principles & Practice, Pearson Education 7th Edition, 2007.			
2. Kenneth Clow. Donald Baack, Integrated Advertisements, Promotion and Marketing communication, Prentice Hall of India, New Delhi, 2003.			

COURSE CODE	YBAE13	L	T	P	C
COURSE NAME	BUSINESS ANALYTICS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE					
1. To learn different types of data analytics					
2. To learn how to perform descriptive analytics					
3. To learn how to perform predictive analytics					
4. To learn how to perform prescriptive analytics					
5. To learn different applications of analytics					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Explain</i> business analytics and its types.	Cognitive	Understanding		
CO2	<i>Organize</i> data and <i>solve</i> descriptive analytics problems	Cognitive	Applying		
CO3	<i>Solve</i> regression, decision tree, forecasting and clustering problems	Cognitive	Applying		
CO4	<i>Solve</i> prescriptive analytics problems using linear programming	Cognitive	Applying		
CO5	<i>Illustrate</i> various applications of business analytics	Cognitive	Understanding		
UNIT I – INTRODUCTION					5
Introduction to Business Analytics, Types of Business Analytics					
UNIT II - DESCRIPTIVE ANALYTICS					8
Classification of Data, Measures of Central Tendency, Measures of Variation, Data Visualization					
UNIT III - PREDICTIVE ANALYTICS					12
Regression, Decision tree, Forecasting, Clustering					
UNIT IV - PRESCRIPTIVE ANALYTICS					10
Prescriptive Analytics Problems, Linear Programming, Sensitivity Analysis					
UNIT V- APPLICATIONS					10
Big Data Analytics, Web and Social Media Analytics, Usage of analytics software					
LECTURE		TUTORIAL		PRACTICAL	
45		0		0	
				TOTAL	
				45	
TEXT BOOKS					

1. Dinesh Kumar, *Business Analytics: The Science of Data-Driven Decision Making*, 1st Edition, Wiley, 2017.

REFERENCES

1. James Evans, *Business Analytics*, 2nd Edition, Pearson, 2017.

COURSE CODE	YBAE14	L	T	P	C
COURSE NAME	BUSINESS ANALYTICS USING PYTHON	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE					
1. To learn the basics of Python programming 2. To learn how to use the Python core libraries 3. To learn how to do regression using Python 4. To learn how to do classification using Python 5. To learn how to perform unsupervised machine learning using Python					
COURSE OUTCOMES				Domain	Level
CO1	Make use of Python Programming Language			Cognitive	Apply
CO2	Make use of Python Core Libraries			Cognitive	Apply
CO3	Solve Regression problems using Python			Cognitive	Apply
CO4	Solve Classification problems using Python			Cognitive	Apply
CO5	Utilize Python for Unsupervised Machine Learning problems			Cognitive	Apply
UNIT I-INTRODUCTION TO PYTHON					9
Variables, Operators, Control Flow, Data Structures, Functions, Modules					
UNIT II – CORE LIBRARIES					9
Numpy, Pandas, Matplotlib, Seaborn, SciPy, Statsmodels					
UNIT III – SUPERVISED MACHINE LEARNING - REGRESSION					9
Data Preparation, Model Development, Accuracy, Simple Linear Regression, Multiple Linear Regression					
UNIT IV- SUPERVISED MACHINE LEARNING - CLASSIFICATION					9
Naïve Bayes Algorithm, k-Nearest Neighbor Algorithm, Support Vector Machines, Decision Tree					
UNITV – UNSUPERVISED MACHINE LEARNING AND DEEP LEARNING					9
Factor Analysis, Principal Component Analysis, Clustering, Deep Learning					
LECTURE	TUTORIAL		PRACTICAL		TOTAL
45	0		0		45
TEXT BOOKS					
1. Bharti Motwani, <i>Data Analytics using Python</i> , Wiley, 2020					
REFERENCES					
1. Umesh R.Hodeghatta & Umesha Nayak, <i>Practical Business Analytics using R and Python</i> , 2 nd Edition, Apress, 2023					

COURSE CODE	YBAE15	L	T	P	C
COURSE NAME	HUMAN RESOURCE ANALYTICS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE:					
1. Able to understand the concept and meaning HR analysis					
2. Able to know the Business Intelligence					
3. Able to understand the HR Data					
4. Able to know the HCM Models					
5. Able to know the methods used in solving HR Issues					
COURSE OUTCOMES		Domain	Level		
CO1	State the concept and meaning of HR Analytics	Cognitive	Understanding		
CO2	List the issues of Business Intelligence	Cognitive	Understanding		
CO3	Outline the interpretation of Data	Cognitive	Analysis		
CO4	Discuss the Human Capacity Management	Cognitive	Understanding		
CO5	Discuss the case study outcomes	Cognitive	Understanding		
UNIT I INTRODUCTION TO HR ANALYTICS					10
Nature of Analytics-Planning- Planning, Scanning, Producing, Predicting-Language of Metrics and Analysis-Evolution of human capital metrics-Ascending of Value Ladder-Predictive Models					
UNIT II BUSINESS INTELLIGENCE					9
Turning Data into Business Intelligence -Avoidance of Common Metrics Mistakes-Generation Metrics: Benchmarking-Generation Metrics: Predictive Analytics That Yield Business Intelligence-Business Intelligence: The Ultimate Goal					
UNIT III INTERPRETATION OF DATA					8
Predictive Analytics for Human Capital Management-Using Human Capital Data for Performance Management During Economic Uncertainty-Using HR Metrics to Make a Difference					
UNIT IV HUMAN CAPACITY MANAGEMENT					8
Scan the Market, Manage the Risk-The Big Picture—The Value of Statistical Analysis—The Importance of Risk Assessment—The Data Speak for Predictive- Management—Ready, Aim, Begin How to Improve HR Processes- The Intersection of People and Profits: The Employee Value Proposition- More Than Compensation: Attracting, Motivating, and Retaining Employees					
UNIT V CASE STUDIES					10
- Impacting Productivity and the Bottom Line: Ingram Content Group					
- Leveraging Human Capital Analytics for Site Selection: Monster and Enterprise Rent-A-Car					
- Predictive Management at Descon Engineering					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					
1. Jac Fitz-Enz, <i>The new HR analytics: predicting the economic value of your company's human capital investments</i> , Amacom, 2018					
2. Martin R Edwards and Kirsten Edwards, <i>Predictive HR analytics : mastering the HR metric</i> , 2 nd Edition, Kogan Page, 2019					
REFERENCES					
1. Vincenzo Morabito, <i>Big Data and Analytics: Strategic and Organizational Impacts Big Data and Analytics</i> , Springer International Publishing, Switzerland, 2015					
2. Eric Siegel, <i>Predictive analytics: the power to predict who will click, buy, lie, or die</i>					

COURSE CODE	YBA401	L	T	P	C
COURSE NAME	RURAL MARKETING ENVIRONMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. Able to state the physical structure of rural area 2. Able to list out the behaviour of rural consumers 3. Able to explain the resources available in rural area 4. Able to list out the product produce in rural area 5. Able to carry out the marketing research in rural area					
COURSE OUTCOMES		Domain		Level	
CO1	State the physical structure of rural area.	Cognitive		Understanding	
CO2	List the behavior of rural consumers	Cognitive		Understanding	
CO3	Recall the resources of rural area.	Cognitive		Understanding	
CO4	Label the product produce in rural area.	Cognitive		Understanding	
CO5	Outline the marketing research in rural area.	Cognitive		Understanding	
UNIT I INTRODUCTION					9
Introduction to Rural Management, Importance, Market Size and Physical Structure of Rural Society, Corporate- Interest in Rural Market, Classification of Rural Product and Rural Market. Socio-Economic Reforms, Use of Durable and Non-Durables by Indian Rural folk, Marketing of Consumer-Durables. Rural Communication-Challenges and Strategies, Types of Rural Communication					
UNIT II RURAL CONSUMERS IN INDIA					9
Rural Consumer's in India –Geographical Spread and Differentiation, Behaviour of Rural consumers, Rural- Market Segmentation- Occupational Segmentation, Sociological Segmentation, Thomson Rule of Market Index- Lin-Quest and MICA Rating, Targeting,					

Selection of Segments, Product, Pricing and Promotion Strategies.			
UNIT III MARKETING OF RURAL PRODUCTS			9
Marketing of Rural Products – Rural Inputs and their Types, Government Efforts, Challenges -Rural Marketing, Marketing Rural Non-Farm Products, Marketing Network, Social Structure of Rural - Society, Different Marketing Agencies and Institutions, Various Types of Distribution Channels in Rural Marketing.			
UNIT IV MARKETING RESEARCH			9
Marketing Research, Major techniques of Market Research, Methods of Collection of Information- Dissemination of Market Information, Advantages of Market Report and Market Report- Introduction to Rural Financing, Sources of Finance, Requisites of a Good Finance System, National Level- Credit Agency- NABARD, Functions of NABARD, Schemes and Patterns of NABARD.			
UNIT V RURAL SEGMENTATION			9
Maas Market Strategy, Market segmentation strategy, Levels of market segmentation, useful of segmentation, Bases of segmentation, Behaviour Segmentation, Segmentation of markets, variable of segmentation.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. Gopalaswamy T.P (2014), “Rural Marketing Environment, Problems and Strategies, Vikas Publication-New Delhi.			
2. Predeep Kashyap, (2012), “Rural Marketing” Pearson Education, 2 nd Edition, New Delhi			
REFERENCES			
1. Katar Singh, (2009), “Rural Development: Principles Policies and Management, 3 rd Edition, SAGE Publications Pvt. Ltd, New Delhi			

COURSE CODE	YBA402	L	T	P	C
COURSE NAME	INTERNATIONAL BUSINESS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE					
1. To familiarize the students to the basic concepts, of international business management					
2. To disseminate knowledge about WTO/GATT in terms of international trade.					
3. To learn about the different forms of International business.					
4. To disseminate knowledge about different managerial functions with respect to International Business					
5. To learn about the conflicts and ethical issues faced by Global managers.					
COURSE OUTCOMES		Domain		Level	
CO1	Summarize an overview of International Business	Cognitive		Understanding	
CO2	Explain the role of WTO/GATT on International trade	Cognitive		Understanding	
CO3	Outline different forms of International business, its advantages and issues faced	Cognitive		Understanding	
CO4	Summarize production, marketing, financial and human resource management of global business	Cognitive		Understanding	
CO5	Explain the conflicts and ethical issues in International business	Cognitive		Understanding	
UNIT I INTRODUCTION					6
International Business –Definition – Internationalizing business-Advantages –factors causing globalization of business- international business environment – country attractiveness –Political, economic and cultural environment – Protection Vs liberalization of global business environment					
UNIT II INTERNATIONAL TRADE AND INVESTMENT					11
Promotion of global business – the role of GATT/WTO – multilateral trade negotiation and agreements – VIII & IX, round discussions and agreements – Challenges for global business – global trade and investment – theories of international trade and theories of international investment – Need for global competitiveness – Regional trade block – Types – Advantages and disadvantages – RTBs across the globe – brief history					
UNIT III INTERNATIONAL STRATEGIC MANAGEMENT					11
Strategic compulsions-Standardization Vs Differentiation – Strategic options – Global portfolio management- global entry strategy – different forms of international business – advantages- organizational issues of international business – organizational structures – controlling of international business – approaches to control – performance of global business- performance evaluation system.					
UNIT IV PRODUCTION, MARKETING, FINANCIAL AND HUMAN RESOURCE MANAGEMENT OF GLOBAL BUSINESS					11
Global production –Location –scale of operations- cost of production – Make or Buy decisions – global supply chain issues – Quality considerations- Globalization of markets, marketing strategy – Challenges in product development , pricing, production and channel management- Investment decisions – economic- Political risk – sources of fund- exchange –rate risk and management – strategic orientation – selection of expatriate managers- Training and development – compensation.					
UNIT V CONFLICT MANAGEMENT AND ETHICS IN INTERNATIONAL BUSINESS MANAGEMENT					8
Disadvantages of international business – Conflict in international business- Sources and types of conflict – Conflict resolutions – Negotiation – the role of international agencies –Ethical issues in international business – Ethical decision-making.					
LECTURE	TUTORIAL	PRACTICAL		TOTAL	
45	0	0		45	
TEXT BOOKS					

<ol style="list-style-type: none"> 1. Rajandran KVR, (2022), “International Business Management” Duraigo Publications, Chennai 2. K. Aswathappa, International Business, 5th Edition, Tata Mc Graw Hill, New Delhi, 2012. 3. Rakesh Mohan Joshi, International Business, Oxford University Press, New Delhi, 2009. 4. Vyuptakesh Sharan, International Business, 3rd Edition, Pearson Education in South Asia, New Delhi, 2011.
REFERENCE BOOKS <ol style="list-style-type: none"> 1. Charles W.I. Hill and Arun Kumar Jain, International Business, 6th edition, Tata Mc Graw Hill, New Delhi, 2010. 2. John D. Daniels and Lee H. Radebaugh, International Business, Pearson Education Asia, New Delhi, 2000

COURSE CODE		YBA403	L	T	P	C
COURSE NAME		PROJECT MANAGEMENT	3	0	0	3
PREREQUISITE:		Nil	L	T	P	H
C:P:A		3 : 0 : 0	3	0	0	3
COURSE OUTCOMES			Domain		Level	
CO1	<i>Explain</i> Project selection methods and role of project manager.		Cognitive		Understanding	
CO2	<i>Describe</i> Work break down structure and budgeting.		Cognitive		Understanding	
CO3	<i>Explain</i> Network diagram.		Cognitive		Understanding	
CO4	<i>Describe</i> the control and completion of project.		Cognitive		Understanding	
CO5	<i>Explain</i> the types of project organization and conflict management.		Cognitive		Understanding	
UNIT I INTRODUCTION TO PROJECT MANAGEMENT						9
Project Management – Definition –Goal - Lifecycles. Project Selection Methods. Project Portfolio Process – Project Formulation. Project Manager – Roles, Responsibilities and Selection – Project Teams.						
UNIT II PLANNING AND BUDGETING						9
The Planning Process – Work Break down Structure – Role of Multidisciplinary teams. Budgeting the Project – Methods, Cost Estimating and Improvement, Budget uncertainty and risk management.						
UNIT III SCHEDULING & RESOURCE ALLOCATION						9
PERT & CPM Networks - Crashing – Project Uncertainty and Risk Management – Simulation – Gantt Charts – Expediting a project – Resource loading and leveling, Allocating scarce resources – Goldratt’s Critical Chain.						
UNIT IV CONTROL AND COMPLETION						9
The Plan-Monitor-Control cycle – Data Collecting and reporting – Project Control – Designing the control system, Project Evaluation, Auditing and Termination.						
UNIT V PROJECT ORGANISATION & CONFLICT MANAGEMENT						9
Formal Organisation Structure – Organisation Design – Types of project organizations. Conflict – Origin & Consequences. Managing conflict – Team methods for resolving conflict.						
LECTURE		TUTORIAL		PRACTICAL		TOTAL
45		0		0		45

TEXT BOOKS	
Clifford Gray, Erik Larson and Gautam Desai (2015), Project Management: The Managerial Process, McGraw Hill Education.	
REFERENCES	
1. Jack Meredith and Samuel Mantel (2014), Project Management: A Managerial Approach, Wiley.	
2. Gido and Clements (2003), Successful Project Management, Thomson Learning.	
3. Harvey Maylor (2006), Project Management, Pearson Education.	

COURSE CODE	YBAE19	L	T	P	C
COURSE NAME	STRATEGIC SOURCING AND VENDOR MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OUTCOMES					
1. To obtain the knowledge on principles and practices of global sourcing 2. To know the risk management of sourcing 3. To understand the supplier rating and selection 4. To understand the strategies of sourcing. 5. To evaluate the sourcing case studies.					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Understanding</i> knowledge on global sourcing principles and practices	Cognitive	Understanding		
CO2	<i>Understanding</i> the habit of Negotiation, Risk analysis, Market Research and Evaluation of suppliers before selecting them	Cognitive	Understanding		
CO3	<i>Understanding</i> various methods and analytical tools for Supplier Rating and Selection	Cognitive	Understanding		
CO4	<i>Understanding</i> on Electronic Sourcing and Sustainable Sourcing Strategies	Cognitive	Understanding		
CO5	<i>Apply and Analyze</i> the case study	Cognitive	Apply		
UNIT I - INTRODUCTION TO GLOBAL SOURCING					9
Introduction to Global Sourcing – Objectives, Process and Trends in Global Sourcing – Supply Management – Strategic Sourcing Plan, Strategy and Model– Environmental and Opportunity Analysis – Global Operational Sourcing Strategy					
UNIT II – RISK MANAGEMENT					9
Negotiation – Nature, Strategy and Planning– Performance Measurement and Evaluation (Concepts and Metal craft Case) – Risk Management in Sourcing (Concepts) – Nature and Principles of Risk Management					
UNIT III - SUPPLIER RATING AND SELECTION					9
Supplier Research and Market Analysis– Vendor Rating – Objectives, Criteria and Methods of Vendor rating(numerical) – Supplier Evaluation and Selection (Concepts) – Solicitation of Bids and Proposals – Planning and Methods					

UNIT IV - SOURCING STRATEGY			9
Analytical Tools in Sourcing (Total Cost of Ownership (Wire Harness case) – Pricing Analyses (Plastic Shield case) (numerical) – Analytical Tools in Sourcing (Foreign Exchange Currency Management, Learning Curve, Quantity Discount Models) (numerical)			
UNIT V – CASE STUDIES			9
Integrative Pacific Systems Case (Supplier Scorecard, Sourcing Risk, Supplier Financial Analysis) – Electronic Sourcing – Sustainability and Sourcing (Green Sourcing; Walmart–China Case)			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
Olivier Bruel (2017), <i>Strategic Sourcing Management: Structural and Operational Decision-making</i> , Koganpage Publications. SathitParniangtong (2016), <i>Supply Management: Strategic Sourcing</i> , Springer Publications.			
REFERENCES			
1. Fred Sollish, John Semanik, (2011), <i>Strategic Global Sourcing Best Practices</i> , John Wiley and Sons Inc., Publications. 2. Robert W., Turner (2011), <i>Supply Management and Procurement: From the Basics to Best-in-class</i> , J.Ross Publishing			

COURSE CODE	YBAE20	L	T	P	C
COURSE NAME	SUPPLY CHAIN ANALYTICS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE					
1. To provide foundational knowledge associated with the supply chain analytics 2. To describe the various tools and techniques for implementation of analytics based on the supply chain drivers such as location, logistics and inventory 3. To learn the implementation of analytics in inventory models 4. To describe the various techniques for analytics based on the Multi Attribute Decision Making (MADM) and risk 5. To provide the applications of analytics in supply chain					
COURSE OUTCOMES		Domain	Level		
CO1	Explain the fundamental concepts of Optimization	Cognitive	Understanding		
CO2	Identify the different quality models.	Cognitive	Understanding		
CO3	Understand on the implementation of analytics in inventory models	Cognitive	Understanding		
CO4	Explain the different dimensions for Aggregate quality planning control	Cognitive	Understanding		
CO5	Identify the type of analytics for Simulation in supply chain	Cognitive	Understanding		
UNIT I-INTRODUCTION					9

Introduction – Overview on Supply Chain, Analytics and Supply Chain Analytics-Importance of supply chain analytics in the flows involving material, money, information and ownership-Classification of optimization problems – Optimization for Analytics.			
UNIT II- FOUNDATION OF BUSINESS ANALYTICS			9
Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Supply Chain (SC) Decisions that requires mathematical or interpretative modeling Understanding of Data and its role in Analytics- Analytics of a Transportation problem in a Supply Chain.			
UNIT III-RESOURCE PLANNING MODELS			9
Cycle Inventory Models–Continuous Demand Instantaneous Replenishment Model, Backordering, Inventory Model with Discount, Multiple Item Inventory Models, Production Consumption Model, Lot Sizing Time Varying Demands, Numerical Examples			
UNIT IV- QUALITY PLANNING AND CONTROL			9
Overview on application of SQC, SPC, TQM and TPM for quality planning and control, application of experimental design and analysis. Numerical Examples			
UNIT V- SIMULATION & DOE			9
Introduction to simulation – Type: Discrete and Continuous simulation – Simulation models –Steps in Simulation study – Simulation for Analytics – Experimental Designs (Taguchi, RSD, Mixture Design)			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOKS			
1. James R. Evans., Business Analytics – Methods, Models and Decisions, Pearson Publications, 1st Edition, 2012. 2. G.V.Shenoy, U.K.Srivastava, S.C.Sharma, Operations Research for Management, New Age International, Revised 2nd Ed, 2005			
REFERENCES			
1. Gerad Feigin, Supply Chain planning and analytics – The right product in the right place at the right time, Business Expert Press, 2011. 2. A Ravi Ravindran, Donald P.Warshing, —Supply Chain Engineering,Models and Applicationl, CRC Press, Taylor and Francis Group,New York,2013 3. Peter Bolstorff, Robert G. Rosenbaum, Supply Chain Excellence: A Handbook for Dramatic Improvement Using the SCOR Model, AMACOM Div American Mgmt Assn, 2007 4. Robert Penn Burrows, Lora Cecere, Gregory P. Hackett, The Market-Driven Supply Chain: A Revolutionary Model for Sales and Operations Planning in the New On-Demand Economy, AMACOM Div American Mgmt Assn, 2011. 5. Supply chain management by Sunil Chopra, and Peter Meindl, Pearson 6. Jeremy F. Shapiro. Modeling the Supply Chain. Duxbury Thomson Learning 7. D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi, and Ravi Shankar, Designing and Managing the Supply Chain concepts, Strategies and Case studies, Third Edition, Tata McGraw Hill, New Delhi, 2008. 8. Rahul Saxena, Anand Srinivasan, Business Analytics			

COURSE CODE	YBAE21	L	T	P	C
COURSE NAME	FINANCIAL MARKETS& SERVICES	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To understand the structure of Indian financial systems and the financial institution					
2. To know the various financial markets and its services					
3. To understand the concepts of merchant banking and its functions					
4. To know the concepts of leasing and hire purchasing					
5. To know the concepts and the function of various financial institution					
COURSE OUTCOMES		Domain		Level	
CO1	Understanding the structure of financial system and the financial institution	Cognitive		Understanding	
CO2	Understanding the various financial markets	Cognitive		Understanding	
CO3	Understanding the nature of merchant banking	Cognitive		Understanding	
CO4	Understanding the concepts of leasing and hire purchasing	Cognitive		Understanding	
CO5	Understanding the concepts of various financial instruments.	Cognitive		Understanding	
UNIT I STRUCTURE OF FINANCIAL SYSTEM & INSTITUTIONS					9
Role of Financial System in Economic Development – Indian Financial System – FinancialMarket Regulation Department (FMRD) - Reserve Bank of India (RBI), Monetary Policy of RBI					
– Commercial Banks –e-Banking – NBFC – Sectorial Financial Institution – NABARD – EXIM					
Bank – Power Finance Corporation (PFC).					
UNIT II FINANCIAL MARKETS					9
Capital Market: Primary Market – Secondary Market – New Issue Market - Government Securities Market, Money Market – Money market Instruments – Recent trade in Indian MoneyMarket – SEBI: Objectives – Functions – Guidelines.					
UNIT III WEALTH MANAGEMENT					9
Meaning – Scope – Components – Needs and Expectation of Clients – Investment Planning –					
Insurance Planning – Tax and estate Planning – Retirement Planning – Income and Tax SavingSchemes - Code of Ethics for Wealth Manager.					
UNIT IV MUTUAL FUNDS					9
Definition – Features of Mutual Funds – Types of Mutual Funds – Advantages of Mutual Funds					
– Risk of Mutual Funds – Operations of Mutual Funds – Facilities Available to Investors -Investor's Rights - Mutual Funds in India – Growth of Mutual Funds.					
UNIT V OTHER FINANCIAL INSTRUMENTS					
Venture Capital – Micro Finance - Chit Funds – Derivatives – Discounting – Factoring –					
Forfaiting – Securitization of Debt - Credit Rating – Credit Cards					
LECTURE		TUTORIAL		PRACTICAL	
TOTAL		TOTAL		TOTAL	
45		0		0	
				4	

			5
TEXT BOOK 1. M.Y.Khan, Financial Services, Tata McGraw-Hill, 11th Edition, 2008 2. NaliniPravaTripathy, Financial Services, PHI Learning, 2008. 3. E.Gordon and K.Natarajan, 2001, Financial Markets and Services, 2 ndedititon, Himalaya			

Publishing House.

4. Khan, M.Y, 1998 Financial Services, 7th Edition, Tata McGraw Hill.
5. PawanJhabak, 2016, Wealth Management, 1st Edition, Himalaya Publishing House.

REFERENCE BOOK

1. J.C.Verma, A Manual of Merchant Banking, Bharath Publishing House, New Delhi,
2. Varshney P.N. & Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.
3. Website of SEBI

COURSE CODE		YBAE22	L	T	P	C
COURSE NAME		BEHAVIOURAL FINANCE	3	0	0	3
PREREQUISITE:		Nil	L	T	P	H
C:P:A		3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES						
1. To learn the difference between Traditional Finance Vs. Behavioural Finance 2. To learn the investor biases 3. To learn challenges to the efficient market hypothesis 4. To learn Capital Structure and Dividend Policy 5. To learn behavioural and psychological characteristics of investors						
COURSE OUTCOMES			Domain	Level		
CO1	<i>Understand</i> the Traditional Finance Vs. Behavioural Finance		Cognitive	Understanding		
CO2	<i>Identify</i> the investor biases defined and illustrated		Cognitive	Identifying		
CO3	<i>Examine</i> theoretical and empirical foundations and challenges to the efficient market hypothesis		Cognitive	Analyzing		
CO4	<i>Understand</i> behavioural factors and Corporate Decisions on Capital Structure and Dividend Policy		Cognitive	Understanding		
CO5	<i>Evaluate</i> the behavioural and psychological characteristics of investors.		Cognitive	Evaluating		
UNIT I-Introduction to Behavioural Finance						6
Introduction to Behavioural finance – Nature, scope, objectives and application-Building blocks of Behavioural finance- Traditional Finance Vs. Behavioural Finance						
UNIT II-Investor Biases						9
Investor Biases: Overconfidence Bias-Representativeness Bias-Anchoring and Adjustment Bias-Cognitive Dissonance Bias-Availability Bias-Self-Attribution Bias-Conservatism Bias-Ambiguity Aversion Bias-Endowment Bias.						
UNIT III- Behavioral Factors and Financial Markets						12
Behavioural Factors and Financial Markets: The Efficient Markets Hypothesis – Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and Behavioural factors.						
UNIT IV- Behavioural Corporate Finance						9
Behavioural Corporate Finance: Behavioral factors and Corporate Decisions on Capital Structure and Dividend Policy - Capital Structure dependence on Market Timing -. Systematic approach to using behavioral factors in corporate decision-making.						
UNIT V-Emotions and Decision – Making						9
Emotions and Decision – Making: Experimental measurement of risk-related - Measuring Risk - Emotional mechanisms in modulating risk-taking attitude - Neurophysiology of risk taking. Personality traits and risk attitudes in different domains.						
LECTURE		TUTORIAL		PRACTICAL		TOTAL
45		0		0		45
TEXT BOOKS						
1. Prasanna Chandra, “Behavioural Finance”, McGraw Hill 2016 / I Edition						
REFERENCES						
1. Michael M. Pompian, “Behavioural finance and wealth management”, John Wiley & Sons, Inc.						

2. Ackert and Deaves. “Behavioural Finance: Psychology, Decision-Making, and Markets”, South-western Cengage Learning.
3. M. M. Sulphey Behavioural Finance PHI 2014 / 1st
4. Sujata Kapoor, Jaya Mamta Prosad, “Behavioural Finance”, Sage 2019

COURSE CODE	YBAE23	L	T	P	C
COURSE NAME	HR METRICS AND ANALYTICS	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE: Able to understand the concept and meaning HR Metrics and analysis Able to know the issues and changes HRMA Able to understand the methods of implementation of HRMA Able to know the social and human aspects issues in HRMA Able to know the methods of sustaining the technology in HRMA					
COURSE OUTCOMES		Domain		Level	
CO1	States the concept and meaning of HR Analytic	Cognitive		Understanding	
CO2	List the issues HR Information system and data	Cognitive		Understanding	
CO3	Outline the Strategies of HR Analytics	Cognitive		Analysis	
CO4	Examine the Diversity Analytics of HR	Cognitive		Understanding	
CO5	Discuss the case study outcomes	Cognitive		Understanding	
UNIT I UNDERSTANDING HR ANALYTICS					10
Predictive HR analytics defined --Understanding the need (and business case) for mastering and utilizing predictive HR analytic techniques - Human capital data storage and ‘big (HR) data’ manipulation - Predictors, prediction and predictive modelling - Current state of HR analytic professional and academic training - Business applications of modelling - HR analytics and HR people strategy					
UNIT II HR INFORMATION SYSTEMS AND DATA					9
Information sources - Analysis software options - Using SPSS - Preparing the data - Big data From descriptive reports to predictive analytics - Statistical significance - Data integrity -					
UNIT III ANALYSIS STRATEGIES OF HR METRICS					8
Types of data - Categorical variable types - Continuous variable types - Using group/team-level or individual-level data - Dependent variables and independent variables - Your toolkit: types of statistical tests - Statistical tests for categorical data (binary, nominal, ordinal) - Statistical tests for continuous/interval-level data - Factor analysis and reliability analysis					
UNIT IV DIVERSITY ANALYTICS OF HR					8
Equality, diversity and inclusion - Approaches to measuring and managing D&I - gender and job grade analysis using frequency tables and chi square -: exploring ethnic diversity across teams using descriptive statistics -: comparing ethnicity and gender across two functions in an organization using the independent samples t-test -: using multiple linear regression to model and predict ethnic diversity variation across teams - Testing the impact of diversity: interacting diversity categories in predictive modelling					
UNIT V CASE STUDIES					10
Case study 1: Employee attitude surveys – engagement and workforce perceptions, Case study 2: Predicting employee turnover, Case study 3 Predicting employee performance, Case study 4: Recruitment and selection analytics					
LECTURE		TUTORIAL		PRACTICAL	
45		0		0	
45		0		45	
TEXT BOOKS Martin R Edwards and Kirsten Edwards (2016), “Predictive HR analytics : mastering the HR Metric” Kogan Page, New Delhi					
REFERENCES Jac Fitzenz (2010), “The new HR analytics : predicting the economic value of your company’s human capital investments” AMACOM, USA					

COURSE CODE	YBAE24	L	T	P	C
COURSE NAME	INTERNATIONAL HUMAN RESOURCES MANAGEMENT	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 3	3	0	0	3
LEARNING OBJECTIVES					
1. To explain the importance of cultural sensitivity in an international assignment. 2. To learn the challenges of international business and IHRM 3. To critically appraise the impact of cultural and contextual factors in shaping human resourcepractices in MNCs. 4. To study HRM in a broader, comparative and international perspective to deal with complexissues. 5. To understand the international approaches to dealing with people in MNCs.					
COURSE OUTCOMES		Domain	Level		
CO1	<i>Learn</i> Basics of international human resource The Manage ment	Cognitive	Understanding		
CO2	<i>Identify</i> the challenges of international business and IHRM	Cognitive	Understanding		
CO3	<i>Identify</i> the various recruitment practices and selection, training, and performance management.	Cognitive	Understanding		
CO4	<i>Analyze</i> concept of international compensation managem ent	Cognitive	Understanding		
CO5	<i>Recognize</i> the cross cultural dynamics of IHRM	Cognitive	Understanding		
UNIT I: INTRODUCTION TO INTERNATIONAL HUMAN RESOURCES MANAGEMENT					
05					
Approaches, Challenges in global labour market–Linking HR to International expansion strategies, Socio–cultural context– Human Resources in a Comparative Perspective					
UNIT II: CHALLENGES OF IHRM					10
Culture and employee management issues, responding to diversity, challenges of localization, global integration, differentiation, Cultural Factors/Issues in Performance Management					
UNIT III: INTERNATIONAL RECRUITMENT, TRAINING & PERFORMANCE MANAGEMENT					1
International Labour Market, Sources, Recruitment and Selection of International Managers, Training, Types of Cross-cultural Training. Multinational Performance Management, Developing InternationalStaff and Multinational Team.					
UNIT IV: INTERNATIONAL COMPENSATION SYSTEM					1
International Compensation, International Compensation System, Objectives, Approaches and Practice, Expatriation and Repatriation Process, Managing People in International Firms					

UNIT V: CROSS CULTURAL HRM				1
Domestic Vs International HRM - Cultural Dynamics - Culture Assessment - Cross Cultural Education and Training Programs. Leadership and Strategic HR Issues in International Assignments - Current challenges in Outsourcing, - Building Multicultural Organisation				
LECTURE	TUTORIAL	PRACTICAL	TOTAL	
4	0	0	4	
5			5	
TEXT BOOK				

REFERENCE

1. Tony Edwards and Chris Rees, International Human Resource Management , Pearson, 2007
2. International Human Resource Management by K. Aswathappa
3. International Human Resource Management–Peter J. Dowling–Cengage Learning India Private Limited
4. International Human Resource Management–Anne–WilHarzing, Ashly Pinnington

COURSE CODE	YBAE25	L	T	P	C
COURSE NAME	SERVICES MARKETING	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1.To Understanding The Concept Of Marketing Of Service 2. To Use Service Quality Models And Theories 3. To Study Customer Expectations 4. To Assess The Suitable Service Design 5. To Design Strategies For Achieving Service Delivery And Quality					
COURSE OUTCOMES		Domain		Level	
CO1	Comprehend the nature of service and distinguish between products and service.	Cognitive		Understanding	
CO2	Understanding the service quality theories and models to create value to satisfy and delight customers.	Cognitive		Understanding	
CO3	Understanding changing customer expectation trends and patterns to adjust service offering.	Cognitive		Understanding	
CO4	Understanding the different service quality models to adopt in a given service setting based on relative relevance in that setting.	Cognitive		Understanding	
CO5	Understanding the strategies to enhance the level of service quality and service delivery	Cognitive		Understanding	
UNIT I: Fundamentals Of Service Marketing					9

Introduction: Meaning And Nature Of Service Growing Importance Of Service Sector, Classification Of Service And Marketing Implications.			
Service Marketing Management Process.			
UNIT II: Application Of Service Marketing			10
E – Service, Categories, Electronic Service Delivery ,Electronic Service Quality, Marketing In Tourism , Hospitality, Airlines, Telecom ,IT & ITES, Sports & Entertainment , Logistics , Healthcare Sector			
UNIT III: Consumer Behavior In Service			10
Understanding Consumer Behavior In Service, Consumer Decision Making In Services, Customer Expectations And Perception.			
Defining And Measuring Service Quality And Customer Satisfaction, SERVQUAL, E-SERVQUAL, House Of Quality, Gaps Model.			
UNIT IV: Service Design & Development			9
Service Marketing Mix: Service Positioning			
Service Design And Development, Service Blueprinting, Service Process, Pricing Of Services, Services Distribution Management, Managing The Integrated Services Communication Mix, Physical Evidence And Service – Scape.			
UNIT V: Managing Service Personnel			7
Managing Service Personnel, Employee And Customer Role In Service Delivery In Physical & Virtual (Online) Marketing Place.			
LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45
TEXT BOOK			
Jechen.W. Christoper, L. And Chatterjee, J. 2117 , Service Marketing , 8 th Ed .,Pearson Education India, India, ISBN: 9789332587687.			
Zeithaml, V., Bitner, M., Gremler, D., And Pandit A, 2118, 7 th Ed, Mcgraw Hill Education, Indian , ISBN : 9789353160777.			
REFERENCE BOOKS			
Verma, H.2112 Services Marketing Text And Cases. 2 nd Ed. Pearson Education India, India , ISBN: 8131754472			

COURSE CODE	YBAE26	L	T	P	C
COURSE NAME	DIGITAL AND SOCIAL MEDIA MARKETING	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To understanding the social media 2. To know the issues of social media and customer engagement 3. To understand the digital marketing 4. To know evolution of digital marketing 5. To know the online PR and reputation management					
COURSE OUTCOMES		Domain	Level		
CO1	List The Concept And Meaning Of Social Media	Cognitive	Understanding		
CO2	List The Issue Social Media And Customer Engagement	Cognitive	Understanding		
CO3	Describe The Digital Marketing	Cognitive	Understanding		
CO4	Recall The Diversity Analytics Of HR	Cognitive	Understanding		
CO5	Define The Case Study Outcomes	Cognitive	Understanding		
UNIT I: SOCIAL MEDIA AND CUSTOMER					9
What Is Social? – Different Forms Of Social Media – Social Media Dashboards – All Your Updates In One Place – The Rules Of Engagement – Adding Social Media To Your Own Site – Case Study					
UNIT II: SOCIAL MEDIA BUSINESS					10
The Social Feedback Cycle – Open Access To Information – Social Business: The Logical Extension – Social Business Is Holistic - The Connected Customer – The Social Web And Engagement - The Engagement Process					
UNIT III: CONCEPTS OF DIGITAL MARKETING					10
E- Mail Marketing , The New Direct Mail – What Exactly Is E-Mail Marketing ? – Planning Your Campaign – Measuring Your Success – E-Mail- A Vital Component Of Digital Marketing – Mobile Marketing, Mobile – Market Size And Rate Of Growth – Mobile Marketing- A Game – Changing Channel, Or Just Another – Case Study: Accord Hotels – Location – Mobile Gaming – Mobile Applications – Measuring Mobile – Mobile Privacy – Mobile Data – Online Public Relations – Google Search					

UNIT IV: DIGITAL MARKETING				9
The Changing Face Of Advertising – The Technology Behind Digital Marketing – Why You Need A Digital Marketing Strategy – Your Business And Digital Marketing – Define Your Digital Marketing Strategy Understanding The Digital Consumer – Building An Effective Website – The Main Steps Of Building Website – The Different Forms Of Social Media				
UNIT V: PUBLIC RELATION AND BUSINESS MANAGEMENT				7
Fostering A Positive Online Image – Promoting Your Business Through Online Channels – Monitoring The Conversation – Reputation Management – Creative Application Of Digital Media – Digital Creative : What Works And What Doesn’t				
LECTURE	TUTORIAL	PRACTICAL	TOTAL	
45	0	0	45	
TEXT BOOK				
Damian Ryan (2014) , “Understanding Digital Marketing” Third Edition , Kogan Page Limited, New Delhi				
Dave Evans And Jake McKee (2010), “Social Media Marketing : The Next Generation Of Business Engagement ” Wiley Publication USA				
REFERENCE BOOK				
Demian Ryan & Calvin Jones (2009), “Digital Marketing : Marketing Strategies For Engaging The Digital Generation” Kogan Page Limited USA				

COURSE CODE		YBAE27	L	T	P	C
COURSE NAME		MARKETING ANALYTICS	3	0	0	3
PREREQUISITE:		Nil	L	T	P	H
C:P:A		3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVE						
1. To learn quantitative data analysis 2. To learn customer value analysis 3. To learn product and price analytics 4. To learn distribution and promotion analytics 5. To learn sales analytics						
COURSE OUTCOMES			Doma in	Level		
CO1	<i>Able to define a comprehensive quantitative data analysis</i>		Cogni tive	Understanding		
CO2	<i>Able to apply interpret customer value</i>		Cogni tive	Applying		
CO3	<i>Able to analyze product and pricing techniques</i>		Cogni tive	Analyzing		
CO4	<i>Able to infer the distribution analytics</i>		Cogni tive	Understating		
CO5	<i>Able to interpret sales analytics</i>		Cogni tive	Understanding		
UNIT I Marketing Analytics Framework						7
Introduction to Marketing Analytics and Models. Market Insight - Market Data Source – treatment of outliers, Market sizing, PESTLE Market analysis, Porter Five Force Analysis Market segment identification, targeting, and positioning -Tools and Techniques: Regression, Cluster Analysis, and Perceptual Mapping Techniques						
UNIT II Customer Value Analysis						10
Customer Lifetime Value (CLV)-Customer Lifetime Value-Calculating CLV-Understanding the CLV Formula- -Using CLV to Make Decisions-CLV: A Forward Looking Measure.						
UNIT III Product and Price Analytics						10
Introduction to Product and Service Analytics: Conjoint Analysis model, Decision Tree Model, Product/ service Metrics Price Analytics: Introduction to Pricing Techniques,						
UNIT IV Distribution and Promotions Analytics						8
Distribution analytics: Distribution Channel Characteristics, Retail Location selection, Channel Evaluation and Selection, Multi-channel Distribution, Distribution Channel Analytics Promotion Analytics: Promotion Budget estimation, Promotion Budget Allocation – Ad value equivalence model, Promotion Metrics for traditional Media, Promotion Metrics for social media						
UNIT V Sales Analytics and Analytics in Action						10
E commerce sales model, sales metrics, profitability metrics and support metrics Rapid decision models, excel excellence, data driven presentations. Sentiment analysis. Introduction to Sales Management software.						
LECTURE		TUTORIAL	PRACTICAL		TOTAL	
45		0	0		45	
TEXT BOOKS						
1. Gary L. Lilien, Arvind Rangaswamy & Arnaud De Bruyn, <i>Principles of Marketing Engineering and Analytics</i> , 3 rd Edition, Decisionpro, 2017 2. Stephen Sorger, <i>Marketing Analytics, Strategic Models and Metrics</i> , First Edition, Admiral Press, 2013 3. Gary L. Lilien and Arvind Rangaswamy, <i>Marketing Engineering: Computer Assisted Marketing</i>						

REFERENCES

1. Wayne L. Winston, *Marketing Analytics: Data-Driven Techniques with Microsoft Excel*, Wiley, Indianapolis, 2014
2. Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein, *Marketing Metrics*, 2nd Edition, Pearson, USA, 2010

COURSE CODE	YBAE28	L	T	P	C
COURSE NAME	FINANCIAL MODELLING USING EXCEL	3	0	0	3
PREREQUISITE:	Nil	L	T	P	H
C:P:A	3 : 0 : 0	3	0	0	3
LEARNING OBJECTIVES					
1. To acquire proficiency in utilizing intermediate-level Microsoft Excel functions to effectively perform financial modelling tasks.					
2. To evaluate and comprehend a company's performance by examining and interpreting its financial statements.					
3. To recognize key factors influencing revenue and costs and employ them for accurate data forecasting.					
4. To construct and analyse multiple scenarios for financial modelling purposes.					
5. To construct comprehensive financial models independently, without relying on pre-existing templates.					
COURSE OUTCOMES		Domain	Level		
CO1	Explain the process of utilizing Excel for various tasks, leading to increased confidence.	Cognitive	Understanding		
CO2	Utilize a wide range of financial and other tools available in Excel	Cognitive	Applying		
CO3	Identify various modelling techniques as they are introduced.	Cognitive	Understanding		
CO4	Evaluate data using Excel to generate reports.	Cognitive	Analyzing		
CO5	Construct the financial statements using Excel	Cognitive	Creating		
UNIT I – INTERMEDIATE LEVEL EXCEL FOR FINANCIAL MODELLING					8
Formatting of Excel Sheets – Use of Excel Formula Function – Advanced Modelling Techniques (Extrapolation, Histogram) – Data Filter and Sort – Charts and Graphs – Table Formula and Scenario building – Lookups: Vlookup Match & Offset – Pivot Tables					
UNIT II- ANALYSIS OF FINANCIAL STATEMENTS					10
Introduction to Financial Statement Analysis – Financial Reporting Mechanics – Understanding Income Statement, Balance Sheet – Cash Flow Statement – Financial Analysis Techniques – Inventories, Long Lived Assets – Non-Current Liabilities – Financial Statement Application					
UNIT III- FINANCIALS RATIOS					9
Ratio analysis of industries – Du point Analysis – Peer to peer analysis – Preparation of Financial Analysis report on an industry.					
UNIT IV- BUSINESS FINANCE					6
Time value of money - Long term financing- Cost of capital-Measure of leverage project finance- Project evaluation, stage of project, construction & development phase, funding during investment phase - Costs during investment phase - Life of project - Decision making- Cash flow waterfall & resolve circular reference problem in interest during construction.					
UNIT V- EQUITY RESEARCH MODELLING					12

Prepare an Income Statement, Balance sheet, Cash Flow Statement, - Forecast Geographic & Segment Revenues, Cost Statement, Debt, Income Statement, - Cash Flow Statement Projection, Valuation- Discounted Cash Flow Method (DCF), Valuation – Relative Valuation (Football Field Chart) - Valuation – Assumptions for Valuation Model, Prepare Valuation Model, Prepare Presentation Sheet, Prepare Company Overview, Sector Overview.

LECTURE	TUTORIAL	PRACTICAL	TOTAL
45	0	0	45

TEXT BOOKS

1. Simon Benninga, *Financial Modelling*, 5th Edition, Kindle Publication, 2022
2. Paul Pignataro, *Financial Modelling and Valuation: A Practical Guide to Investment Banking and Private Equity*, Wiley Publication, 2013

REFERENCES

1. Danielle Stein Fairhurst, *Financial Modelling in Excel for Dummies*, Wiley Publication, 2017
2. Stephen Penman, *Financial Statement Analysis and Security Valuation*, 4th Edition, Mc-Graw Hill Education, 2009
3. Axel Tracy, *Ratio Analysis Fundamentals: How 17 Financial Ratios Can Allow You to Analyze Any Business on the Planet*", 2nd Edition, Kindle Publication, 2012